



ACHIEVE CAREER SUCCESS

**Discover and Get
the Job You Want**

Third Edition

Raymond Gerson

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Raymond Gerson
Austin Community College



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This book can be used by educators to teach a full-semester career readiness/success course.

Instructor materials are available for educators who adopt and use the book to teach students.

For information about the instructor materials you can email Raymond Gerson at raymondgerson@gmail.com.

All Open Educational Resource books (OERs) by Raymond Gerson are available at his website: <https://www.upbeatpress.com>. These OERs are only available in digital (PDF) formats. If educators prefer to make printed copies for their students, that is permissible if the students do not have to pay for the books.

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ABOUT THE AUTHOR

When I was in school career guidance was not offered. To my knowledge, a book and course like this one did not exist at that time.

During junior high and my first two years of high school I was such a poor student that a counselor told my parents I was not capable of getting a college education. My parents waited until I earned my master's degree in psychology before they told me that a school counselor said I wasn't college material. Today I teach college success and career planning courses to help students succeed in school and in their careers.

As a teenager I felt lost, had no goals, did not believe in myself, and was in danger of dropping out of school. I had no idea what my gifts and talents were or what type of careers would be a good match for me. I needed a book and course like this one for career guidance. This book is a gift to you of what I and many others needed when we were in school.

Eventually I found out that I had my own special abilities, just as you do. This is my seventh book, and I have had a wonderful career which I discovered through trial and error and a few hard knocks along the way. I've been a career counselor, vocational rehabilitation counselor, owner of a job placement and executive recruiting business and training specialist. I came out of retirement to be an adjunct professor of career and college readiness courses for Austin Community College. This combination of experience with both employers and students gives me a unique perspective on how to help you to succeed in the workforce.

Fifty years years of "real-world" experience teaching success strategies, several years of classroom experience, and a passion for motivating and inspiring students all came together for me to write *Achieve Career Success: Discover and Get the Job You Want, 3e*. I wrote this book to help you gain the knowledge and skills you will need to have a successful and fulfilling career.

PREFACE

FOR THE STUDENT

Achieve Career Success: Discover and Get the Job You Want, 3e, is intended to help you know yourself well enough to choose a career that is right for you. Not only will you learn to choose a career that is a good match for you, but you will also learn how to make it happen so you can get a job in your chosen career field.

I have seen unmotivated, unsuccessful students change into productive, successful students, once they discover their natural talents and career purpose. Your career will be a big part of your life. Life is too short for you to spend it working in a career that you do not enjoy. This book is written to prepare you for the new millennium job market, a career that you will love, do well, and make a positive difference for others.

Self-reflection leads to self-knowledge. Self-knowledge results in better choices and actions, which are more likely to lead you to success. This is why knowing yourself well is power. Study the book and do the many self-reflection activities so that you can make the most of your time and energy. This is an opportunity for you to begin a journey of self-discovery. Your life will probably only get busier with age. This opportunity for deep self-reflection may not come again. Use this time wisely to find out who you are and what you really want to do with the rest of your precious life.

CAREER PORTFOLIO

You will have an opportunity to build a career portfolio. A career portfolio consists of information about your strengths, skills, and talents. This will make you an attractive job candidate. Your career portfolio will also contain information that you have learned about careers, jobs, and companies where you might want to be employed. It also is a place for your resume, letters of recommendation, awards, career-related articles you have written or about you and other information that will appeal to employers.

This text book is also a workbook for you to record important information that you will be learning about yourself. This information will become part of your career portfolio, which is located in the Appendix of this book. Your career portfolio will be a valuable asset throughout your education, when you start interviewing for the job you want, and even after you are in your professional career.

FEATURES OF THIS BOOK

- **Pre-Course and Post-Course Assessments.** In the beginning (after this Preface) there is a pre-course questionnaire for you to find out how much you

know about the topics in this book. It will give you a way to measure your progress when you take the post-course assessment at the end of this book.

- **Chapter objective and introduction.** Each chapter begins with the purpose or objectives that will be covered.
- **Activities that you can do individually or with others** (if you are in a class) to strengthen the lessons.
- **A summary of main points.**
- **A transition statement detailing what the following chapter is about.**
- **Career Portfolio.** The Appendix contains a career portfolio that you will build. It includes a mind or idea map so you can fill in your talents, skills, careers of interest, and other self-knowledge that you will be learning about yourself. It also contains a sample job application form and a form to record your contacts when doing a job search.
- **Case Study Paper.** This paper will be one of your major assignments, if you are using this textbook as part of a course in school. There is also an example of a student Case Study Paper in the Appendix. This sample paper will serve as a guide, when you write your own Case Study Paper.
- **Resources.** Most chapters end with a list of searchable online resources to find more information about related topics you have just read about.

FOR THE INSTRUCTOR

Ways for Instructors and Counselors to Use This Book

Achieve Career Success, 3e, is very flexible and can be used in a variety of ways to suit your particular situation. It can be used to teach a full-semester Career Exploration and Planning course or as a short course or a workshop. Since the chapters and the topics within each chapter stand alone, counselors can use the entire book, or parts of it, to work individually with a student or in small groups.

This book compliments my 12 chapter book, *Achieve College Success: Learn How in One Semester or Less*, which teaches students how to succeed in school.

SELF-REFLECTION ACTIVITIES

I designed all of the assessments and activities to use in a variety of settings. For example, for students who are not in school, they can be assigned to do individually. In the classroom, instructors can use the assessments and questionnaires for reflection, small group or paired interactive sharing activities. There are additional cooperative learning activities in the instructor's manual, which is free to adopters.

Since it is unlikely that there will be time to do all of the activities in class, some activities can be assigned as individual student homework assignments. For example, Chapter 4 has some research and career exploration activities that students will need to do online or in the library.

USING YOUR SCHOOL'S AND OTHER RESOURCES

I highly recommend that you have students take at least one major career assessment tool such as Discover, Sigi, Focus 2, or Kuder. A career assessment tool will help your students determine their skills, interests, values and begin their career exploration. It will also compliment the many self-reflection activities in *Achieve Career Success, 3e*. If you already have knowledge and expertise using other excellent career resources that will reinforce or add to the activities in this textbook, feel free to add them to your course, if you find them effective.

Most chapters contain additional resources that students can use.

RESOURCES WITH THIS BOOK

For educators who use the textbook to teach students career exploration, development and planning there are additional instructor materials available.

The instructor's manual includes:

- syllabi for 16 through 18-week courses,
- additional hands-on activities for students,
- assignments that can be used for grades, and
- a list of essential knowledge and skills covered in the book.

It also includes a bonus chapter and PowerPoints on how to maintain good physical and mental health, as well as a healthy brain. This material is included because some schools include knowledge of good health practices as part of the essential knowledge and skills (TEKS) for their career courses. It also makes sense for students to stay healthy, if they want to have the energy and stamina necessary for building a successful career.

The student assignments are in the instructor's manual. Most of them consist of higher level questions to promote critical and creative thinking. These assignments and questions can be used for both secondary and college-level students. However, professors and teachers should expect higher level answers from students at the higher grade levels.

Two of my Web sites also have additional information to benefit you and your students. These Web sites are: www.raymondgerson.com and www.upbeatpress.com.

How This Book Is Different

Achieve Career Success, 3e, offers unique benefits to its readers because:

1. It uses a personal communication style by sharing many inspirational stories from the author's own life to motivate students and reinforce key points.
2. The author uses a conversational writing style so students feel he is talking directly to each of them personally.
3. The author still actively teaches courses, so many of the ideas and strategies in this book have been class-tested with his own students.

4. These ideas and strategies will continually be class-tested by the author and other professionals. Future revisions will be based on student and professional feedback to ensure that this career guide works well for students, instructors and counselors.
5. The author uses practical and easy-to-comprehend language that both regular college students and “at risk” students can easily understand.
6. The original articles written by the author are designed to teach a topic and build a “success” mindset.
7. The book expresses the author’s vast experience and uses techniques for motivating and inspiring students to succeed. These practical, easy-to-understand methods, combined with motivational strategies, help students develop a “success” mindset.

CHANGES TO THIS EDITION

Four new chapters, using social media to find a job, how to become an expert in your career field, self-employment and leadership were added. These new chapters replaced chapters on vocabulary, critical thinking, relationships and financial management which are now part of a new 12 chapter book, *Achieve College Success: Learn How in One Semester or Less*. The purpose of adding the new chapters to *Achieve Career Success: Discover and Get the Job You Want* was to make the entire book directly related to career development. The previous chapters were more suitable for a college success book.

- Personal Development Icon 
- Career Portfolio icon 
- Skill Builder icon 
- Career Builder Icon 
- Set Goals Icon 

ACKNOWLEDGMENTS

I want to thank Ross Oliver for writing the Foreword to this book. Ross is an outstanding career expert. He mentored me over 20 years ago, when I taught my first Career Exploration and Planning course at Austin Community College. Ross, thank you for all of your support through the years.

Thanks to Carlos Nunez for his excellent work on the cover and interior layout.

My deepest appreciation to my wife, Bonnie, for being supportive and understanding, as I spent an entire summer researching and writing this book.

Thank you to Jason and Vidya with ebookpbook for adding the new chapters and reformatting the book.

STUDENT COMMENTS

“This course helped me get a better understanding of my career and my life. I learned more about myself in this 16-week course than in any other course I have taken. This course has reassured me that I will have a bright future.”

—Joseph Gonzales

“I learned to write an effective resume. I was also able to learn what my skills, values, and interests are and what jobs fit me, based on them. Mr. Gerson is experienced in the job hunt and as a career counselor. I now have the tools I need to get my dream career.”

—Destin Kozojed

“I am a high school senior and I learned more about myself; what I want out of life and got an idea what my mission is. I learned how to prepare for job interviews and my career.”

—Tracy Rocha

“This course helped me to have a clearer light about what I would like to major in.”

—Tabitha Marquez

“I was able to get help writing my resume and getting information on how to pick and get the job I really want.”

—Stephanie Flatt

“It helped me to find out what kind of skills and traits I have and what type of career I want when I grow up.”

—Bertha Diaz

“I definitely got a better idea of what I do and do not want in a career. I learned job search strategies that will give me a better chance of finding a dream job.”

—Anneke Stagg

“Out of every class I have ever taken this was the most helpful. This class helped me to choose a career path that I am confident in pursuing and the motivation to do so.”

—Paul Kaderli

COMMENTS FROM EDUCATORS ON ACHIEVE CAREER SUCCESS

“Raymond Gerson has done a masterful job of writing a comprehensive book that guides students through the complex journey of achieving career success. Rooted in research and theory from career development and psychology, *Achieve Career Success: Discover and Get the Job You Want, 3e*, focuses on practical information and activities that leads students to essential principles for self-discovery.”

Ross Oliver, *Professor of Human Development with Austin Community College*

“I like the layout and the use of activities within the book. The career portfolio is an awesome tool that students can use and update and carry through beginning college to their career and beyond.”

Brandy Humphreys, *Teacher and Counselor with New Diana High School*

“I like all the different strategies presented to help students discover their skills, talents and interests. Each step helps them to delve deeper! Most students need a great deal of assistance, discovering the career that suits their aptitude and interests and these instruments and suggestions are valuable in this regard.

I think every student could use this book and course in high school and as a freshman in college. Let’s make a state requirement on both levels.”

Lauralee Boudreau, *CTE Counselor with Tyler ISD*

“Very informative and useful information.”

Betty George, *CTE High School Teacher with Tyler ISD*

“Very informative with relevant exercises. I learned some new things that will help me to become a better teacher. I would recommend this to other teachers.”

Brenda Hampton, *CTE Teacher with Tyler ISD*

“I love doing these activities with my students. I like that you read a lot of books and then you throw in the pieces you get from them.”

Lou Ann Ayers, *Health Science Teacher with Tyler ISD*

“I liked how we were shown how to use some of the activities with our students. The personal stories make it applicable and how the course is effective. I can definitely use this in Career Prep.”

Patricia Fisk, *Career Prep and FCS Teacher with Woden High School*

“Real world applications that apply to the future career minded young adult. It is an eye-opening experience for students to really think about what their future holds.”

DeAnna Molley, *STEM Technology Teacher with Tyler ISD*

“I like the systematic approach to helping students discover and build upon their talents and skills that will help them achieve career success. I believe the materials will be a great resource for my Career Preparation curriculum and the career development of my students. Thanks.”

Marilyn Barrett Williams, *Teacher with Tyler ISD*

“I gained so much understanding about how to use the book. This is an awesome book and will be used at our school. I love it!”

Sandra Y. Williams, *Career Portal Teacher with Pine Tree Middle School*

“The book has excellent information and is relevant to my course of study. The resource materials from the book are good and can be integrated into most classes.”

Denise Toler, *FCS Teacher with Pine Tree ISD*

“Great information and resources all put together.”

Linda Nelson, *Career Exploration Teacher with Pine Tree ISD*

“The training and book are well organized and easy to use. It gave me good ideas.”






Gail Dobbs, *CTE Coordinator with Pine Tree ISD*

Your Name _____

PRE-COURSE ASSESSMENT

This questionnaire is not a test. It is an opportunity for you to find out what you know and don't yet know about the topics in this book. It will help you to see areas of career development that you already know something about, and other areas that you will need to learn. At the end of the book you will have the opportunity to repeat this assessment, so you can measure your progress. Please be honest about where you see yourself now, as this will help you get the most benefit from progress in this course.

Read the statements below, then give yourself the number of points that most accurately describes your knowledge about the topic. Use the point system below, and then add up your total points for each of the 12 topics. Then add up all of your points for an overall total score.

-  **5 Points** The statement is mostly or always true
-  **4 Points** The statement is often or frequently true
-  **3 Points** The statement is sometimes true
-  **2 Points** The statement is rarely true
-  **1 Points** The statement is never or almost never true

PRE-ASSESSMENT

1. Talents and Skills

- A. ___ I can explain the difference between a talent and a skill.
- B. ___ I can identify and list at least five ways to discover my talents.
- C. ___ I can name and list my three best talents in order of importance.
- D. ___ I know and can list my strongest and favorite skills.
- E. ___ I have identified my three best personal traits and the three that need the most work and development.
- F. ___ I can list at least five of the most important skills employers want in their employees.

Total _____

2. Interests and Values

- A. ___ I can name my three greatest interests and some careers that match my interests.
- B. ___ I have identified three or more needs in the world that I would love to fill and some careers that serve these needs.

- C. I have identified and can list my three most important values.
- D. I have identified my three favorite and least favorite working conditions.
- E. I can name several careers that match my interests, values and personality type.
- F. I know my personality type and Holland Code according to John Holland's theory of personality type.

Total _____

3. Goals and Types of Intelligence

- A. I have clear goals for what I want to accomplish in life and they are in writing.
- B. My goals have deadlines or dates of completion.
- C. I have short, medium, and long-term goals.
- D. I have clear goals in at least four categories: educational, career, financial and personal.
- E. I know several time management strategies and use them regularly.
- F. I know what are my strongest types of intelligence according to Howard Gardner's theory of Multiple Intelligences and I know how to use them.

Total _____

4. Career Research

- A. I am familiar with O*Net and the State's Career Cluster Web sites and how to use them to research careers.
- B. I am familiar with the 16 career clusters developed by the U.S. Department of Labor and I have identified three that interest me.
- C. I know how to find recommended plans of study for the career clusters that interest me.
- D. I have identified my work purpose and written a work purpose statement.
- E. I know what an informational interview is and how to conduct one.
- F. I know the top three careers that I want to explore further.

Total _____

5. Resumes and Job Search Strategies

- A. I can list five or more trends and changes in the job market.
- B. I know what is most important when filling out a job application.
- C. I know how to create an excellent resume, and I have one completed that is up to date.

- D. I know how to write an excellent cover letter to send with a resume.
- E. I know several effective job search strategies and how to use them.
- F. I have identified several geographic locations where I will want to work and I know how to conduct a long-distance job search.

Total _____

6. Job Interviewing and Salary Negotiation

- A. I know typical questions that most employers ask during a job interview and how to answer them.
- B. I can list five or more tips for how to do well in a job interview.
- C. I have identified my past mistakes in job interviews and know how to correct them.
- D. I know what talking points are, and I have a list of them to use for job interviews.
- E. I know questions that are appropriate to ask a first interview and in follow-up interviews.
- F. I know how to effectively negotiate a salary with an employer.

Total _____

7. Social Media Job Search

- A. I know how to use social media and online resources to find a job.
- B. I have an excellent profile on LinkedIn.
- C. I understand the benefits of using these resources.
- D. I know how to build my personal brand.
- E. I understand how to attract employers and recruiters through online media.
- F. I know how to protect my online privacy and reputation.

Total _____

8. Becoming an Expert

- A. I understand the importance of doing the right type of practice and I am familiar with Anders Ericsson's purposeful and deliberate practice.
- B. I can list the four steps of purposeful practice.
- C. I understand the most important purpose and goal for doing an apprenticeship.
- D. I can list advantages and disadvantages of being an expert in one profession versus having a few skills from several fields.

- E. I know what is meant by retrieval learning practice and know how to use it.
- F. I know how to use elaboration as a self-teaching tool.

Total _____

9. Self-Employment

- A. I am very clear about whether or not I want to have my own business.
- B. I understand the advantages and disadvantages of self-employment.
- C. I understand the different types of self-employment.
- D. I know my self-employment strengths and weaknesses.
- E. I know the questions to ask before starting a business.
- F. I know many ways that I can market my own business.

Total _____

10. Leadership

- A. I know a good definition of leadership.
- B. I know the characteristics of great leaders.
- C. I understand my leadership strengths and weaknesses.
- D. I can list several benefits of becoming a great leader.
- E. I know the questions to ask if I want to influence others.
- F. I can name several great leaders and some of their leadership characteristics.

Total _____

11. Create the Job and Life You Want

- A. I understand what the hidden job market is and how to find it.
- B. I know how to create a job where no job opening exists.
- C. I know how to create and write an employment proposal to create the job I desire.
- D. I know the steps needed to start a business of my own.
- E. I know the questions to ask to determine if I have found the right career.
- F. I know how to get the courage to pursue my dream job, career or own business.

Total _____

12. Become the Person You Want and Make a Difference

- A. ___ I know how to develop a strong and healthy self-image.
- B. ___ I am improving myself and my character on a regular basis.
- C. ___ I have identified the character traits that I want to develop.
- D. ___ I know my purpose and mission in life.
- E. ___ I know how to create the life I want and make a positive contribution.
- F. ___ I know how to awaken the greatness within me.

Total _____**Overall Total Score** _____

INTRODUCTION

What would it be like to have a job or career that you are passionate about, absolutely love, and do well? Can you sense the joy you would feel when using your best and favorite abilities in a vocation that matches who you are? Picture the contribution and positive difference you will make for others in a career like that. On the other hand, what would it be like if you had to spend your life working at boring jobs that do not allow you to bring out your best and leave you feeling dissatisfied?

This book was written to help you to begin the process of discovering work that is right for you, and show you how to get the job you want. The answers to which careers are best for you are within you. You will find these answers through a journey of self-discovery. It begins by learning more about you.

Think of yourself as a puzzle that holds the mystery of who you are and what career is best for you. Every bit of self-knowledge that you learn is like adding pieces to the puzzle. When all of the pieces come together, you will have a more complete picture of yourself.

The biggest mistake most career seekers make is to look for a career before they look within and know themselves. How can you find the best career for yourself without knowing your talents, skills, interests, values, strengths, weaknesses and personality makeup? The odds are against you finding the right career by luck. This is why we will begin this book by helping you to first answer the question, “Who am I?” Then you can begin to answer the question, “Where and how do I find my dream career?” If you think you already know what your dream career is, it will still be worthwhile to confirm that you are right. So let’s begin this journey by increasing your self-knowledge, then discover the work where you will shine.

CHAPTER 1

DISCOVER YOUR NATURAL TALENTS AND BEST SKILLS

Chapter Objective: *To identify your natural talents and strongest and favorite skills for the purpose of maximizing your strengths in a fitting career. To identify skills that need to be developed and to also be aware of non-talents so that their use in a career can be minimized.*

What is the difference between a talent and a skill? Talents are natural aptitudes that you were born with. Talents are your innate ability and potential to do something well. Skills are strategies or methods that can be taught and learned.

Say you have a beautiful voice for singing. This is a talent. You will still need skills to realize your potential, if you desire to become a great singer. For example, you will need to learn how to stay in key and how to breathe properly, which are skills that can be acquired. If someone has a terrible voice for singing they can improve, but even a great music teacher cannot give them a beautiful voice. Talent, plus the right skills, plus practice equals the ability to be great at something.

FINDING A CAREER THAT LEADS TO GREATNESS

How can you find the work that is the best match for you? How can you discover a vocation that you will love and perform extremely well? Part of the answer is to discover your natural talents and to develop the skills to manage and fulfill this talent. If you have a talent and do not develop the skills to use it effectively, your potential will probably not be fully realized. Your talents and skills represent pieces of the puzzle of you. Your talents and skills are a portion of the self-knowledge you will need to make wise choices and to match who you are with careers that will bring out your best.

Each of us is born with certain natural tendencies and inherent potential. Some things will come naturally to you and with practice and effort you can become great in your career field if you fulfill the possibilities of your talents. It is for you to discover and then to use your natural gifts.

Johnson O'Connor Research Foundation has been doing aptitude testing since 1922. They define aptitudes as natural talents or special abilities for doing or learning to do certain kind of things. They have identified at least 19 inborn traits, and most people

are strong in a few, but also average or weak in others. When people have been retested at different times in their lives, their strong aptitudes have remained high and the low performing ones have remained weak. People who have opportunities to use their strongest aptitudes are usually happiest in their jobs and perform at their best. Others

who are in jobs that call upon their weak aptitudes or non-talents are usually dissatisfied and do not perform at a level of excellence.

As mentioned earlier it is still necessary to build skills which support a natural talent. Take another example. Say you had a natural aptitude for word fluency and writing. Your aptitude for writing is likely to remain strong throughout your life, so learning and practicing writing techniques will help you to become a better

writer. To realize your potential as a writer you will also need to learn certain strategies and then work at your writing. Your natural ability, combined with hard work to develop the skills to maximize your talent, can lead you to excellence. This is how you can become an expert in your career field.

STUDENT COMMENT

“If you want to find a career that you are passionate about you need to look inside yourself to determine what are your natural talents and motivated skills. I discovered that there are many career options for my talents and skills.”

— Stacie Wollham

HOW TO DISCOVER YOUR NATURAL AND STRONG APTITUDES OR TALENTS



How can you find your natural gifts? Aptitude testing is one way. You can also become an observer of yourself in action. What do you do well and enjoy the most? Your own life will often provide clues to the type of work that you would love to do. Observe the following:

- Enjoyable activities you do well
- Repeated feedback from others about what you do well
- Behaviors and skills that are so natural that you rarely notice them
- Activities you do where time seems to fly
- People whose work you admire
- Activities that make you come alive

ENJOYABLE ACTIVITIES YOU DO WELL

I love teaching and counseling others. Some years ago I began to observe the way I naturally and spontaneously interact with others. I automatically share ideas, information, and inspiration with others. This happens whether I am with a group of people or one-on-one. Without thinking about it, I had been doing this from my childhood, beginning with my younger sister and brothers. It is as natural for me to teach and counsel others as it is to talk.

Observe yourself. Notice what you do so well that you may have overlooked important abilities. You may not think of them as skills or talents. Notice what inspires you and makes you come alive.

STUDENT COMMENT

“Honestly, I thought this book and course was going to be a waste of my time and on the first day of class I was considering dropping out. Then I began to see that this information was priceless. Halfway through the semester I determined my major and career choice and was very pleased with my decision.”

— Ronnie Mueller

Here is an example from my life. I remember going to see the movie *Stand and Deliver*, based on a true story about Jaime Escalante, a teacher in an East Los Angeles public school. Escalante inspired students who had been struggling with basic math to rise to higher expectations and learn calculus. I felt unusually moved by the positive impact Escalante had on his students. I rarely see a movie twice, but I went back to the theater a second time, taking two friends with me. Again I was moved, but my friends just thought the movie was okay. I asked myself, “Why was I so deeply affected by this movie, in comparison to the reaction of my friends?” I believe it was because seeing a great teacher resonated with my own deep desire to teach and positively affect others. As this experience illustrates, your life provides clues to your natural inclinations, gifts and longings. What are you naturally drawn to from deep within yourself? Consider hobbies, volunteer work, school projects and any jobs you have enjoyed.

“You will be using several activities to assess your talents because different activities may help you identify a wider variety of talents. If instead you identify the same talents during each activity, that is also alright because it will confirm which talents are most important to you.”

STUDENT COMMENT

“I learned that I can use my natural abilities to properly direct my career and life. By identifying my skills I was able to pin point my long term goals. At first, I truly underestimated the ability of this class to help me. At the end of the semester I have noticed a tremendous impact on myself and where I want to go. Thanks for your guidance and what you taught us about our skills and talents.”

— Steven Freudenberg

ACTIVITY 1.1 Name three things you do naturally well or three of your talents.

1. _____
2. _____
3. _____



ACTIVITY 1.2 Name three things you do not do well or three non-talents.

1. _____
2. _____
3. _____

ACTIVITY 1.3 Name three careers you might consider that could make use of your three talents.

1. _____
2. _____
3. _____

ACTIVITY 1.4 Name three careers you might avoid because they would make frequent use of your non-talents.

1. _____
2. _____
3. _____

Observe yourself in your current activities. Recall past behaviors and experiences. Look at jobs or volunteer work you have had, deciding which you liked and in which you did well. Consider subjects in which you excel in school. What have you done well and what are your limitations? Keep a journal to help you gain clarity about your strengths and weaknesses. Briefly review it each evening before going to sleep. Write down observations about yourself from the previous day. Listen to yourself. Listening carefully to the advice you give others will help you get in touch with what you believe and deeply care about.

CONSISTENT FEEDBACK FROM OTHERS REGARDING WHAT YOU DO WELL



Some schools, such as Montessori, train their teachers to observe children's natural tendencies, then provide feedback to their parents and also to the children, when they are old enough to understand it. They set up the classroom with a variety of activities. Then teachers observe and record which activities each child gravitates to, enjoys, and learns more easily. My son-in-law went to a Montessori school. As a child he was most interested in opportunities to take things apart and put them back together. Later in life he became a successful computer architect. Using your natural abilities can lead you to a career you excel at and enjoy.

Finding your greatest gifts and natural career path is a process of answering the question "Who am I?" Who is the real, the authentic, you? What is natural for you to do? Are there some things you do so well that you have heard about it many times from others? If the feedback is consistent, it is worth taking into consideration. Over and over again I heard from others that I have a gift for inspiring others. I do not fully understand how I do it. It is such a natural part of who I am that I took this gift for granted for many years. Do you have talents you have ignored or overlooked? Ask those who know you well to tell you what they believe are your greatest strengths and talents. Weigh this feedback against everything else you know about yourself. See if it fits and is supported by your own observations and life experiences.

ACTIVITY 1.5 Name three talents or things you do naturally well according to feedback from others.

1. _____
2. _____
3. _____

Do you agree or disagree with the feedback? Which of the above talents are the same as the ones you listed in Activity 1.1? Also, ask yourself if you have any talents that you use so naturally that you have overlooked them and did not consider them as talents or special abilities?

ACTIVITIES YOU DO WHERE TIME SEEMS TO FLY

Activities during which you lose all sense of time can provide important clues to your natural vocational bent. You become so focused on what you are doing that you do not notice time passing. When you're bored, time drags, but time flies when you are doing something you enjoy.

ACTIVITY 1.6 Name three activities you have done where time seems to fly.

1. _____
2. _____
3. _____

How are these three activities similar and different from talents you listed in Activity 1.1? How are they similar and different from the feedback you listed in Activity 1.5?

PEOPLE WHOSE WORK YOU ADMIRE

Whom do you admire for their work, talents, or accomplishments? Do you know anyone whose job you would love to have? What aspect about this job appeals to you? This reflection can often provide clues for you regarding vocations that might be of interest.

When I was about ten years old, I was fascinated with professional wrestling. My father used to take me to watch the matches, and my first career fantasy was to become a wrestler when I grew up. Well, at 5'5 inches tall and 130 pounds, that was probably not a realistic goal and my interest in becoming a professional wrestler did not last. However, it provided a clue for me because wrestlers are performers. And when I do speaking, teaching, and training I enjoy performing in front of an audience. So you can see that even a career goal that is unrealistic can hold some clues about other vocations that might be related in some way. So when you admire or envy others because of their profession, the important question to ask yourself is, "Why is what they do appealing?"



ACTIVITY 1.7 Name three people who you admire because of what they do in their careers and name their careers.

Name of person	Career
1. _____	_____
2. _____	_____
3. _____	_____

ACTIVITY 1.8 What is it about these people, their careers, and their accomplishments that you admire? What clues does this provide for you about a future career for yourself? Is there an aspect of their job that you would like to be part of your job?

ACTIVITIES THAT MAKE YOU COME ALIVE



What makes you light up? Which activities fill you with passion and enthusiasm? What energizes and inspires you? When do you feel most alive and happy? Do these activities provide any clues that might help you discover the right career?

What do I mean by light up? Here is an example. Many years ago I did part-time career counseling for the University of Texas (U.T.). A student came into the career center who was majoring in engineering. As she talked about engineering I observed that she seemed depressed. Her eyes were downcast, head was down, cheeks had no color, eyes had no sparkle, and she sounded passionless. Later I asked her to tell me about something she did in high school that was enjoyable and that she did well. She recalled being a fund-raiser and leader. She excelled at fund-raising and enjoyed motivating others to high levels of achievement. Obviously, she had excellent people skills, leadership ability, public speaking skills, and the ability to inspire and motivate others.

As she discussed her fund-raising achievements, she came alive. Color returned to her face, her eyes sparkled, she sat erect, her gestures became animated, and she spoke with passion and enthusiasm. In the middle of a sentence she stopped speaking. There was pin drop silence. It was obvious from her expression that she was aware of the difference between herself when talking about engineering and the fund-raising activities. She really got it! Then she said, “Oh my, I moved away from my strengths.” This student realized that by choosing engineering as her major, she had moved away from using the skills that were her strengths and which she enjoyed using. At that point she decided to see a U.T. advisor to discuss changing her major.

As you reflect ask yourself, “What can make me light up like the U.T. student?”

ACTIVITY 1.9 Name three activities that have made you light up and come alive. What activities fill you with passion and enthusiasm when you think about or do them?

1. _____
2. _____
3. _____

ACTIVITY 1.10 Compare the activities in Activity 1.9 to the other activities you have done in this chapter. Answer the following questions.

1. What patterns do you see? _____

2. What do all of your listed activities and talents have in common? _____

3. What do you think are your best three talents out of all of the ones you have listed?

Now go to the Appendix and add your three best talents to the Mind Map in your career portfolio.



Knowing your natural talents is one piece of the puzzle. It is important to use these strengths, but talent will only take you so far by itself. There have been many people with great talent who were surpassed by others with less talent. It is important to leverage your talents by building skills that support your natural abilities. Then you will need to practice and work hard. It can take ten or more years to become an expert in your field. Now it is time to consider skills, how you can identify the ones you have and the ones you need.

Source: Some of the previous excerpts were used with permission from *Create the Life You Want* by Raymond Gerson. Inspirational Works, 2006.

DIFFERENT TYPES OF SKILLS

Earlier in the chapter a distinction was made between talents and skills. Talents or aptitudes are your natural potential to do something well. Skills are methods for performing tasks and activities that can be taught and learned. I had a student who had natural athletic ability. He took this potential and used it to learn skate boarding. He had to acquire many skills to become a good skate boarder. With practice and a lot of work he became excellent at skate boarding. Some of his friends who had less natural ability worked hard, developed skills, and became good skate boarders, but not as good as him. Remember, when you combine talent, skills and practice, it is a recipe for excellence.

You can be good at an acquired skill and not be highly motivated to use it. In your career choice the ideal is for you to be able to use not only your best skills, but also the ones that you enjoy using.

Richard Bolles wrote the best-selling career book, *What Color Is Your Parachute?* In his book, Bolles asks his readers to identify their motivated skills. These are the skills you are motivated to use and would enjoy using in a job. Abilities that you have, but do not enjoy using would be your unmotivated skills. For example, you might be good at



cooking, but don't enjoy it enough to want to use this skill in a career. Usually, if you are good at doing something you will enjoy it, but there are exceptions. Conversely, it

STUDENT COMMENT

"In my whole life, I've felt like I was just one of those few people who did not have any talents. I didn't play many sports, I wasn't great in all of my classes, but in this course it made me realize that I do have skills and talents. They were just hidden and were waiting for me to find them."

— Sarah Nitchman

is frequently true that what you love doing you will become good at because of the likelihood that you will do it a lot. So in many cases, the skills you do well and love will be the same. It is wise to choose a career that will allow you to use your talents and best and favorite skills. Combining your talents and top motivated skills in a job increases the likelihood that you will enjoy the job and do it well.

Many skills are transferrable from one job to many others. For example, if you have acquired the skills to

be a good manager, you can transfer much of this ability to other management positions, provided the work environment is right for you. If you are a teacher, many of your skills could transfer to a job as a training specialist. On the other hand, some skills are job specific. If you have learned auto mechanic skills, such as how to change a carburetor, this skill would not be transferrable to nursing. So as you can see, there are job specific skills and other transferrable skills that can be applied to many different types of jobs.

DETERMINING YOUR MOTIVATED SKILLS



In the book, *What Color Is Your Parachute*, Bolles suggests that you identify several of your favorite accomplishments—from early childhood up to your present age. These achievements can be drawn from school, work, and leisure activities. They need not be major successes in the eyes of the world, but they should have been intrinsically rewarding for you. For example, when you were five years old you built a sand castle on the beach. Perhaps this feat was a source of joy and gave you a feeling of doing something well. This activity, or anything you have done which resulted in a feeling of achievement, can be considered.

John Crystal, another career expert, had his students write an autobiography and then analyze it for motivating skills. Richard Bolles, approach is to have his students and readers write a story about each of their favorite accomplishments. Of particular importance is to describe the how of your achievement—the steps that resulted in the accomplishment. Then you analyze each story to identify the skills involved. Out of several stories, patterns usually emerge—skills that were used repeatedly in several of your favorite accomplishments. You then identify and prioritize your favorite skills in order of importance. It is best to find a career counselor or teacher to help you who is trained in this method of analyzing and identifying skills. The following example is a story I wrote about a favorite accomplishment from my life.

Sample Achievement Story

Once I planned and developed a skit for a Toastmasters International humorous speech contest. The speech was called, "What is Macho?" At the beginning, I played a recording of the song "Macho Man" as I danced and pranced around the room. Then, I acted out a number of different roles normally considered

macho. For example, I portrayed a tough Marine, a weight lifting strong man, a put-down artist, a guy who walked and talked cool and a rock-and-roll singer. After each role I would ask, "Is that Macho?"

Finally, I said I didn't believe any of these roles necessarily represented a real man. I concluded with the statement that a real man is caring and treats others with worth and dignity.

Examples of Skills Exhibited in My Skit

Conceptualizing	Visualizing	Analyzing
Combining	Synthesizing	Creating
Writing	Using humor	Versatility
Agility	Ability to entertain	Public speaking

ACTIVITY 1.11 Recall one of your favorite accomplishments and the steps you took to achieve it. Identify three motivated skills that were responsible for this achievement.

1. _____
2. _____
3. _____

Source: Parts of the previous segment were used with permission from *How to Create the Job You Want: Six Steps to a Fulfilling Career* by Raymond Gerson. Enrichment Enterprises, 1996.

ACTIVITY 1.12 Identifying Your Skills

Determine your top five motivated skills by ranking your strength for each skill listed below. For example, if you have excellent acting skills, rate that skill, 9 or 10. If you have little or no acting talent, rate this skill a 1, or 2. If you feel you have average acting skills, then give yourself a score of 5.

- | | | |
|-------------------|----------------------|-----------------------------|
| 1. Acting___ | 2. Adapting___ | 3. Analyzing___ |
| 4. Appraising___ | 5. Arranging___ | 6. Assembling___ |
| 7. Assessing___ | 8. Building trust___ | 9. Calculating___ |
| 10. Carving___ | 11. Coaching___ | 12. Compiling___ |
| 13. Computing___ | 14. Constructing___ | 15. Consulting___ |
| 16. Counseling___ | 17. Creating___ | 18. Dancing___ |
| 19. Designing___ | 20. Developing___ | 21. Diagnosing___ |
| 22. Drawing___ | 23. Editing___ | 24. Establishing rapport___ |
| 25. Evaluating___ | 26. Executing___ | 27. Grow things___ |
| 28. Healing___ | 29. Initiating___ | 30. Inspiring___ |

- | | | |
|-------------------------|-----------------------------|-------------------------|
| 31. Interviewing___ | 32. Inventing___ | 33. Leading___ |
| 34. Managing___ | 35. Mediating___ | 36. Musical ability ___ |
| 37. Negotiating___ | 38. Operating Machines___ | 39. Organizing___ |
| 40. Painting___ | 41. Performing___ | 42. Persuading___ |
| 43. Physical ability___ | 44. Planning___ | 45. Producing___ |
| 46. Recruiting___ | 47. Repairing___ | 48. Researching___ |
| 49. Resolving___ | 50. Sculpting___ | 51. Selling___ |
| 52. Serving___ | 53. Sewing___ | 54. Speaking___ |
| 55. Strategizing___ | 56. Supervising___ | 57. Synthesizing___ |
| 58. Teaching___ | 59. Working with animals___ | 60. Writing___ |

Source: Developed by Raymond Gerson. Based on *How to Create the Job You Want* by Raymond Gerson, Enrichment Enterprises, 1996.

Now go back over your list and identify your top three best and favorite skills in order of importance:

1. _____
2. _____
3. _____



Now go to the Appendix and add your three top motivated skills to the Mind Map in your career portfolio.



STRENGTHS VERSUS WEAKNESSES

The skills you just identified are important because they are your best and most enjoyable skills. This represents another piece of self-knowledge that you can use when considering which careers are the best match for you. You definitely will want to choose a career that allows you to use and maximize your best talents and motivated skills. It is also important for you to identify skills that you need to develop further. Your greatness will be found primarily through developing and using your strengths, not weaknesses. As stated earlier, you will increase your likelihood of success and fulfillment when you maximize the use of your talents and skills and minimize the use of your non-talents.

However, some of your skills which are weak will need to be developed enough so they do not hold you back from being successful. For example, you will need a certain level of proficiency with computers, even if you are not choosing a computer-related field. In some fields you can be successful, even if your computer skills are average. In other careers, an excellent command of computers will be necessary to succeed on the job. This is why you will want to identify which skills need developing and to what extent.

There are some weaknesses to overcome or they can sabotage your success and enjoyment on the job. For example, if you have a lot of self-doubt and lack confidence

in yourself, this weakness can hold you back from the success you deserve, in spite of your strengths. Fortunately, personal traits can be improved whether they are weak, average, or strong.

PERSONAL STRENGTHS OR TRAITS

You have identified your best, and favorite talents and skills. There is another type of skill set that is also important for success and desired by employers. These are your own personal traits, which are sometimes referred to as self-management skills. Many employers refer to them as soft skills. For example, self-discipline is a self-management skill. It can be improved and is needed to get to work on time and to accomplish goals and tasks that your employer assigns to you. Employees who are weak in self-discipline can run into problems on the job, if they do not develop self-discipline. When you become aware of and develop your personal strengths you will believe more in yourself. About 20% of achieving success is a result of using the right strategies and what you know. The other 80%, is the result of your mindset and belief in yourself.

ACTIVITY 1.13 Identify Your Personal Strengths or Traits

Below is a list of personal traits and positive qualities. Select and circle five which are your greatest strengths. Underline five more which you feel you need to develop. If your greatest strengths and needs are not listed on the strength word list, please feel free to add them.

When you become aware of your strengths, you believe more in yourself. You can also develop and use these strengths in your career and your life.

Kind	Disciplined	Honest	Self-reliant
Friendly	Persistent	Inspiring	Neat
Positive	Caring	Energetic	Self-aware
Trusting	Gentle	Helpful	Humorous
Calm	Creative	Charming	Fair-minded
Stable	Considerate	Self-directed	Flexible
Ambitious	Tactful	Tolerant	Competent
Poised	Reliable	Dependable	Strong-willed
Faithful	Motivated	Unselfish	Compassionate
Overcoming	Cooperative	Dedicated	Open-minded
Courageous	Trustworthy	Consistent	Imaginative
Independent	Sociable	Determined	Efficient
Confident	Talented	Hard working	Cheerful
Thoughtful	Forgiving	Expressive	Enthusiastic
Persuasive	Affectionate	Accepting	Understanding

As previously mentioned, you can also look at these strengths as self-management skills; they are important to employers who will hire you. These strengths can also be thought of as soft skills, which are different from the hard skills. Hard skills are needed to do a particular type of job.

An additional activity you can do is to ask people who know you to make a list of five of your best personal traits.

ACTIVITY 1.14 Now list your top three personal traits in order of strength.

1. _____
2. _____
3. _____

Now go to the Appendix and record your three top personal traits in the Mind Map in your career portfolio.



SKILLS MOST WANTED BY EMPLOYERS

This list was based on a study by Michigan University Placement Services. It was compiled from a survey of 500 employers in the United States.

- | | |
|-------------------------------|--------------------------------|
| 1. Ability to get things done | 11. Common Sense |
| 2. Honesty/integrity | 12. Dependability |
| 3. Initiative | 13. Good work habits |
| 4. Reliability | 14. Interpersonal skills |
| 5. Enthusiasm | 15. Good judgment |
| 6. Motivation | 16. Good work ethic and habits |
| 7. Intelligence | 17. Decision-making skills |
| 8. Oral communication | 18. Adaptability |
| 9. Problem-solving ability | 19. Energy |
| 10. Mental alertness | 20. Emotional control |

Source: Reprinted from Lawrence Boldt, *Zen and the Art of Making a Living* (New York: Penguin Group, 1991), p.492.

Consider which of the above skills you already have and which ones you need to develop.

THE IMPORTANCE OF JOB SATISFACTION

Life satisfaction is affected by job satisfaction. When you do work you love, use your best skills and talents, and feel you are making a positive difference for others, all aspects





of your life benefit. Conversely, feeling miserable in a job has a negative effect on your relationships, health, peace of mind and overall enjoyment of life.

After working for many years in career counseling and job placement, I concluded that 75%-80% of the people feel unfulfilled in their jobs. This is a tragedy, considering the amount of time we spend working and the influence our career has on our lives.




You have talents uniquely your own and you can develop the skills needed to support them. It is your responsibility to find your natural gifts and use them in your life's work. You can make a positive difference by using your talents to fill a societal need. Such a career will give you a sense of purpose in life.

You have taken the first steps in building your self-knowledge by reflecting on your talents, skills and personal attributes. You have begun a process of self-discovery and with more self-awareness you will be able to make career choices that are an excellent match for you.

SUMMARY OF MAIN POINTS IN CHAPTER 1

-  Talent is something you are born with and skills are methods that you can learn.
-  Maximize use of your talents and strengths and minimize use of your non-talents.
-  Your life provides clues to your natural ability. Activities you enjoy and do well can reveal your talents and motivated skills.
-  Job satisfaction favorably influences life satisfaction.

RESOURCES FOR IDENTIFYING YOUR SKILLS

-  Discover ACT Career Planning Program <https://www.act.org>, SIGI Career Finder www.sigi3.org and Kuder Career Assessment www.kuder.com. These career assessments are licensed software programs. They assess skills, interests and values. Check with your school or college to find out if they can give you one of these career assessments.
-  Johnson O'Connor Research Foundation has offices in different parts of the United States that do aptitude testing for a fee www.jocrf.org.
-  Free skills assessment www.onetonline.org

In the next chapter you will be considering and learning about your interests, ways you want to be of service, your most important values and appealing working environments.

CHAPTER 2

FIND OUT YOUR INTERESTS, VALUES AND PERSONALITY TYPE

Chapter Objective: *To determine your most important interests and values for the purpose of matching them to an appropriate career. To identify problems or needs in the world that you would enjoy solving and fulfilling. To learn more about your personality type and ideal work environment.*

Your interests can provide you with clues for discovering careers that will appeal to you. Subjects of interest and hobbies can also provide you with skills that may be transferrable to certain careers. For example, if you have a hobby of making model cars you will develop certain skills and might enjoy a job requiring mechanical ability, excellent hand-eye coordination, eye for detail and knowledge of automobiles. A great variety of jobs use these skills.

When something is of interest you are likely to spend more time doing it and therefore will probably become better at this activity. Interest often leads to practice which increases your skills. In school you may have experienced that you do better in subjects that interest you and less well in subjects that you find boring. This is a common experience.

It is important to consider your likes and dislikes. Which subjects do you like and find interesting in school or otherwise? Which subjects or topics do not hold your interest? What are the aspects of past jobs or volunteer work that you found interesting? Which jobs or aspects of jobs did you dislike? What do you like to read about? What subjects do you like to talk about? What movie topics capture your interest? Do you have special knowledge and know a lot about certain subjects? Answers to these questions can provide valuable information about you that can help you choose the right career.

Knowing your talents, skills, interests and values can go a long way in helping you to make a wise career choice. In this chapter, you will be adding to the self-knowledge, you gained about your talents and skills in Chapter 1, by identifying your important interests and values. When you find a need in the world which you feel passionate about filling or a problem you feel motivated to solve that uses your best abilities, you will have discovered your work purpose. If this is a problem or need that people are willing to pay you to solve and it aligns with your values, you have found your vocation. Aristotle put it this way, “Where your talents and the needs of the world cross there is your vocation.” In other

words, find a need you are passionate about and fill it, using your best talents and skills. When you get to this point you can narrow down your career choices and you will be very close to knowing (or may know) the career for you.

HOBBIES AND LEISURE ACTIVITIES

Activities which you choose to do in your spare time without being paid show your interests and intrinsic motivation. Money and grades are forms of extrinsic motivation or the desire to do something for an external reward. Intrinsic motivation refers to a desire to do something because you enjoy doing it. Studies have demonstrated that intrinsic motivation usually outlasts external motivation and results in greater creativity and results. Activities and hobbies which you do for enjoyment can provide clues about your interests that could be related to appealing careers.

ACTIVITY 2.1 Name three hobbies or leisure activities that you enjoy doing even though you are not paid money.

1. _____
2. _____
3. _____

ACTIVITY 2.2 Analyze why you enjoy the hobbies and activities in Activity 2.1. For each one list one thing you like about doing it.

1. _____
2. _____
3. _____

ACTIVITY 2.3 Name three careers or jobs that are related to your interests or hobbies in Activity 2.1 and what they have in common.

Career	What they have in common?
1. _____	_____
2. _____	_____
3. _____	_____

ACTIVITY 2.4 Ask yourself, “What do these hobbies and interests tell me about myself? How do they relate to my talents, skills, and personal traits that I learned about in Chapter 1? Are there any common themes or patterns?”

Sometimes just being exposed to a hobby and a career field can be enough for some people to realize their dream career. A friend's father became a well known sculptor and artist. As a child he enjoyed drawing pictures and playing with clay. When he was about seven or eight years old his parents took him to an art museum. The moment he saw the sculptures he was deeply moved and said, "This is the work I will do one day." He spent his life doing this work, was an excellent artist, and loved it. This is why it is valuable for you to find out about as many different careers as possible because you may feel drawn to a particular field by just learning about it.

SUBJECTS OF INTEREST AND SPECIAL KNOWLEDGES

Are there some subjects that you know a lot about? Do you find these subjects to be fascinating? Perhaps there are certain subjects you have studied in school or read about which you know well or you have a desire to learn more about. One of my students who was majoring in social work started to notice that she was fascinated with science courses like biology. She would get goose bumps in her biology course and became energized and inspired. She considered changing her major or combining science and social work and becoming a medical social worker. She began to notice which subjects were of greatest interest to her and the ones she wanted to know more about.



ACTIVITY 2.5 Name three subjects that fascinate you and which you either know a lot about or want to learn more.

1. _____
2. _____
3. _____

Now go to the Appendix and add the three interests above to the Mind Map in your career portfolio.



ACTIVITY 2.6 What fascinates you about each of these subjects?

1. _____
2. _____
3. _____

ACTIVITY 2.7 Name three careers that are related to your subjects of interest or special knowledges and what they have in common.

- | Career | What they have in common? |
|----------|---------------------------|
| 1. _____ | _____ |

2. _____
3. _____

It is so important to observe yourself in action, listen to your own inner voice, be aware of your interests and pay attention to what really turns you on.

Listen to Your Life and Discover Work You Were Born to Do

“Is the life I am living, the same as the life that wants to live in me?” These are the words of Parker Palmer from his book, *Let Your Life Speak: Listening for the Voice of Vocation*.

Are you living your life based on “oughts” and “shoulds” or on what your life and inner voice are calling you to do? It is easy to fall into the trap of pursuing a career because you or others believe this is what you “ought” to do. And yet, to “follow your bliss” and to discover the work that you were meant to do, you must listen to your heart.

Parker Palmer spent years in vocations which were not aligned with his true nature and best talents. This resulted in his being depressed for many years of his life. Eventu-

ally he returned to teaching and helping educators. This work was in harmony with the life that wanted to be expressed through him. Greater job satisfaction and the ability to make a positive contribution was the result.

One of my college students was depressed and was self-sabotaging by missing classes and turning his school work in late. For years he and others believed

that he “should” become a nurse. More self-reflection helped him to realize that nursing would not be fulfilling. He had worked in hospitals before and did not enjoy it. Recalling the joy of being an athletic trainer’s assistant, while in high school, made him realize that he wanted to go in a different direction. For example, he remembered patching up the quarterback who went back into the game and scored the winning touchdown. This experience made him feel joy and a sense of purpose and accomplishment.

My student changed his college major and began pursuing the goal of becoming an athletic trainer. His depression disappeared, papers were turned in on time, and he attended every class. He was inspired, happy and self-motivated. His grades began to improve and he seemed like a different person.

This is an example of what can happen when you stop living your life according to “oughts” and begin living the life that wants to live in you. The clues to a career that is right for you are in your life. Let your life speak, and then listen to your own inner voice. This is how you can discover the work you were born to do.

STUDENT COMMENT

“I learned my personality type. I also learned what my greatest values are and how to use them in a career to help others.”

—Cody Glasscock

ACTIVITY 2.8 What are the most important parts of the story you just read and how can you apply this to your career search?

ACTIVITY 2.9 Pretend that you are taking a trip on an airplane. You can sit next to a great person of your choice (living or dead) who is an expert on a particular subject. This is a subject that you want to learn more about from a master of this topic. Who would this person be and what would be the topic or subject?

Name of expert

Topic

Why is this topic so fascinating to you?

Name three careers that are related to this subject.

1. _____
2. _____
3. _____

IDENTIFY NEEDS YOU WANT TO FILL OR PROBLEMS YOU WANT TO SOLVE

There are millions of problems in the world needing your energy and creativity to solve them. Every job attempts to fill certain needs or resolve particular problems. Employers are looking for employees who can help solve their work-related problems and fulfill the company's needs and purpose. What problems do you feel deeply about? If you had the power to fulfill a particular need, which one would it be? What do you feel passionate about? What brings you joy?

There are many different jobs using a variety of skills to solve problems. Say you decide to contribute to the need for affordable housing in your community. Do you have the skills and interest to contribute as a carpenter? Would you prefer to be a builder-developer of houses or a real estate salesperson? Perhaps you want to contribute to helping young people grow up to be healthy and strong adults. You might consider teaching, coaching, counseling, becoming a health care practitioner or physical fitness instructor. All of these different jobs help solve problems with similar needs, in different ways.

ACTIVITY 2.10 To determine which problems are of greatest interest to you start by answering the following questions:

1. What contribution do I want to make? How do I want to be of service?

STUDENT COMMENT

"This class was an exploration process that aligned my interests, skills and values with career choices. After exploring numerous options I decided on a career in nursing. I also have an interest in teaching and after working for several years as a nurse I would like to teach nursing."

—Michelle Lorge

2. Who are the people or populations I want to help?

3. If I were wealthy and didn't have to work, what would I do?

4. When I solve a problem or fill a need, which ones bring me the most joy?

5. If I had two years to live and decided to work, what would I do?

Answering questions like the ones above can put you in touch with your deepest interests.

Examples of Positive Actions to Fill Needs and/or Solve Problems

- Reduce crime
- Increase affordable housing
- Improve technology for persons with disabilities
- Build better teams and relationships
- Improve the economy
- Match people to appropriate jobs
- Design better technology
- Reduce illiteracy
- Provide relief for victims of natural disasters
- Improve quality of products
- Improve physical or mental health of others
- Reduce costs
- Improve efficiency and make things work better

- Provide recreation and entertainment
- Improve the lives of children
- Improve communication
- Develop training and development programs
- Improve education
- Raise funds for worthy projects
- Organize and improve work flow
- Help people to save time
- Improve transportation services
- Identify problems before they happen
- Increase sales
- Reduce environmental problems
- Improve services or products

Source: Developed by Raymond Gerson. Based on *How to Create the Job You Want: Six Steps to a Fulfilling Career* by Raymond Gerson. Enrichment Enterprises, 1996.

ACTIVITY 2.11 If the list above leaves you uninspired, think of other problems that interest you. Below, list at least five needs or actions you think would be challenging and enjoyable to do, whether or not they come from the above list.

1. _____
2. _____
3. _____
4. _____
5. _____

Now list your top three in order of importance to you.

1. _____
2. _____
3. _____



Now go to the Appendix and add your top three needs or problems of interest to the Mind Map in your career portfolio.

Keep in mind that one clue for discovering work that matters to you can be found by noticing your own dissatisfaction with problems you see in the world. Are there problems that invoke compassion for others? Do you see problems or needs that make you feel sad or angry? Is there a need you would like to fulfill if you had the power to make a difference? Dissatisfaction can be positive if you use your discontentment to make a

contribution. Use your best talents and skills to positively affect the problem that concerns you.

Now decide which of your favorite talents and skills are the best match for the actions or needs you selected above.

Problem or need	Talent or skills
1. _____	_____
2. _____	_____
3. _____	_____

Name three careers that are related to **each** of the problems you selected.

1. _____
2. _____
3. _____

What is the most important information that you learned about yourself from Activity 2.11?

What follows is an example of how someone combined a talent and societal need that she felt passionate about.

Discover Your True Vocation or Calling

You may recall that Aristotle said, “Where your talents and the needs of the world cross, there is your vocation.” Let us look at what he’s saying.

First, consider what is meant by the word “vocation.” It comes from the Latin word for “voice.” It refers to a calling that you hear or a pull from within that you feel. A calling comes from within you and inspires you to move in a certain career direction.

Your true calling is the work you feel called to do. This is the work you were born to do and will find most fulfilling. According to Aristotle, when you discover and use your best and favorite talents to fulfill a need which you are passionate about, you have found your true work. This will be a vocation that resonates with who you are and aligns with your ability to make an excellent contribution to others.

STUDENT COMMENT

“On the first day of class I thought it would be an easy A. I didn’t expect to learn anything or to really enjoy it at all. I see now there was a lot more than I expected. I learned so much. It is a wonderful book that requires little improvement to be a work of career perfection. I want to write novels, short stories, plays and scripts. I always knew I wanted to be a writer and this class confirmed that and gave me more direction with it.”

—Chris Harrison

Look at an example of someone who used a favorite talent to serve a need or to solve a problem that others were experiencing. Joan Baez was known as the “Queen of folk music” in the 1960s and beyond. When Joan Baez was a young girl she discovered a love and talent for singing and playing the guitar. Eventually she became a well-known folk singer. Even though she was using her enormous talent, she still felt that something was missing. Eventually she became a force in the peace and civil rights movements. She began using her music to protest injustice, persecution, discrimination and the Vietnam war.

When Joan Baez started using her talent to serve a need in the world (which she was deeply passionate about) she became fulfilled. Her talents were channeled into a higher calling or purpose. You can also find your true vocation when your special abilities and a need in the world of great interest to you come together.

You have made a list of your special knowledges (subjects you know a lot about) and of your favorite and best skills and talents. You also made a list of needs or problems in the world that interest you. Then you considered how well your knowledge, skills, and talents match up with these needs. You selected three needs that called out to you most strongly and brainstormed ways that you could fulfill this need by using your greatest ability. It is possible you may need more education and training to acquire the knowledge and skills to positively impact the problem in the world you have chosen. Do what is necessary to discover and work at the vocation that is right for you. You will find not only personal fulfillment, but you will make a positive difference in the world.

IDENTIFYING YOUR VALUES

There is a saying that “a person who stands for nothing will fall for anything.” What is important to you in life? What are your most important values? Upon what values do you stand? It is important to know your values before selecting a job. Let’s say that you placed a high value on protecting the environment. You would probably not be happy working for a company that is a major polluter of the environment. If you highly value spending time with your family you probably would be unhappy in a job where you work 80 hours a week. Get the idea? Your values help you to decide what is and is not important to you. You will be happiest in a career and with an employer that is in harmony with your strongest values.

ACTIVITY 2.12 The following activity will give you a way to examine some values and to consider which of them are most important to you. Feel free to add any to the list that are not included if they are important to you.

Place a check mark by each value below that is very important to you. Then go back over the list and circle your five most important values.

- | | | |
|-------------------|----------------------|----------------------|
| 1. Abundance___ | 2. Accomplishment___ | 3. Appreciation___ |
| 4. Adventure___ | 5. Affection___ | 6. Attractiveness___ |
| 7. Balance___ | 8. Belonging___ | 9. Calmness___ |
| 10. Capability___ | 11. Challenge___ | 12. Compassion___ |

- | | | |
|--------------------|-------------------------------|----------------------------|
| 13. Confidence___ | 14. Contentment___ | 15. Courage___ |
| 16. Creativity___ | 17. Dependability___ | 18. Determination___ |
| 19. Discipline___ | 20. Excellence___ | 21. Expertise___ |
| 22. Faith___ | 23. Fame___ | 24. Family___ |
| 25. Fidelity___ | 26. Financial independence___ | 27. Fitness___ |
| 28. Flexibility___ | 29. Generosity___ | 30. Gratitude___ |
| 31. Happiness___ | 32. Helping others___ | 33. Honesty___ |
| 34. Humility___ | 35. Inspiration___ | 36. Integrity___ |
| 37. Justice___ | 38. Kindness___ | 39. Knowledge___ |
| 40. Leadership___ | 41. Love___ | 42. Make a contribution___ |
| 43. Motivation___ | 44. Non-violence___ | 45. Optimism___ |
| 46. Persistence___ | 47. Popularity___ | 48. Power___ |
| 49. Punctuality___ | 50. Recreation___ | 51. Relationships___ |
| 52. Respect___ | 53. Self-control___ | 54. Skillfulness___ |
| 55. Solitude___ | 56. Spirituality___ | 57. Success___ |
| 58. Teamwork___ | 59. Thoughtfulness___ | 60. Variety___ |
| 61. Virtue___ | 62. Wealth___ | 63. Wisdom___ |

Source: Developed by Raymond Gerson based on *Achieve College Success: Learn How in 20 Hours or Less* by Raymond Gerson. Upbeat Press, 2010.

ACTIVITY 2.13 List your top three values in the order of importance.



1. _____
2. _____
3. _____

Now go to the Appendix and add your top three values to the Mind Map in your career portfolio.

Name three jobs that you would not want to do because they would conflict with your values.

1. _____
2. _____
3. _____



PERSONALITY TYPES AND WORK ENVIRONMENTS

According to John Holland, there are six different personality types and people usually look for careers and work environments that match their personality.

The Six Personality Types Are:

1. **Realistic (R)** – Practical, love to work outdoors and with their hands, enjoy building things and using tools. Examples of matching occupations: carpenter, chef, auto mechanic, industrial arts teacher and pilot.
2. **Investigative (I)** – Good at math and science, problem solving, research, and curious about how things work. Examples of matching occupations: biologist, doctor, chemist and veterinarian.
3. **Artistic (A)** – Creative, attracted to the arts such as music, art, dancing and acting. Enjoy being innovative. Examples of matching occupations: graphic designer, writer, musician and fashion designer.
4. **Social (S)** – Helping others is most important. Attracted to teaching, social work, counseling, and other direct helping relationships. Examples of matching occupations: counselor, teacher, nurse and dental hygienist.
5. **Enterprising (E)** – They like to influence others and are goal and results driven. Good communicators who often are attracted to business and management. Examples of matching occupations: lawyer, business owner, salesperson and hotel manager.
6. **Conventional (C)** – They like things orderly and organized. Good with details. Enjoy routine and working with data and numbers. Examples of matching occupation: accountant, secretary, banker, bookkeeper or accountant.

In the order of your preference, which of these personality types best fit you? Most people feel a match with two to three of them, but can prioritize them from best fit to least.

ACTIVITY 2.14 Name your three preferences below in order of importance to you.

1. _____
2. _____
3. _____



Now go to the Appendix and add your Holland Code (personality type and job environment preferences) to the Mind Map in your career portfolio.

For a more accurate assessment of your Holland Code, (Three letters) you can go to <http://www.self-directedsearch.com> to take the online Self-Directed Search Assessment. Keep in mind that a career decision should be based on many factors and not on just one or even several tests or assessments.

The combination of your letters and their position or arrangement can provide valuable information when you are considering a career choice. Here is an example from my own experience. My letters are SEA. Some years ago I had a successful executive recruiting business. I recruited and placed highly successful computer salespersons with companies for a fee. I enjoyed many aspects of the job, but felt something was missing and returned to a role as a counselor. My “S” in first position indicates that being in a direct helping role is very important to me. I

STUDENT COMMENT

“Professor Gerson’s book, *Achieve Career Success* is extremely helpful in everything from identifying the talents I was born with, to how I want to live my life, to how I want to be remembered after I’m gone.”

— Sarah Grizzard

like business (“E” is my second letter), but I was missing the feeling of helping people in need. My “A” indicates a desire to be creative and I enjoy writing. However I am not a writer first, it is more a tool for teaching. On the other hand my brother’s first letter is “A” and he is an artist. For him art is first and he does it full time for many hours every day. You get the idea? How your letters combine and their position can be revealing.

Your letters also provide important information about work environments that might be appealing and unappealing. My brother would feel out of place in a bank which is a conventional work environment. Like many artists, he is a non-conformist who does not like a lot of rules, structure, and routine. He also dislikes dressing up. So you can examine your Holland Code in the light of these examples. Your Holland Code is another piece of information, which added to your other self-knowledge, can help you find a career which is a match for you.

WORKING CONDITIONS

There will be some working conditions that appeal to you and others which you dislike. Some jobs will have aspects that you enjoy and other parts you dislike. These contrasting experiences can help you identify which working conditions are important to you and which ones do not appeal to you. There is no perfect job, but you can look for one that has a high percentage of working conditions that you like and a small percentage of those you dislike. How do you know which conditions you will enjoy and will dislike? By analyzing past jobs or volunteer work and then identifying the favorable and unfavorable parts of each job.

ACTIVITY 2.15 Think about jobs, paid or unpaid, that you have done. Name three working conditions that you enjoyed the most and three that you disliked.

Favorable Working Conditions

1. _____
2. _____
3. _____



Now go to the Appendix and add your three favorite working environments or conditions to the Mind Map in your career portfolio.

Unfavorable Working Conditions

1. _____
2. _____
3. _____





Think about what made the working conditions appealing and unappealing. You will want to choose a career and job in which you can maximize your favorable working conditions and minimize the unfavorable.

In the first two chapters you have already gained a lot of self-knowledge. You have learned more about your talents, skills, interests, values, personality type and preferred working environments. Self-knowledge is power because it leads to better choices. If you are more like a round peg, it can keep you from trying to fit yourself into a square hole. Your self-reflection is increasing your self-awareness, which can keep you from choosing college majors and careers which are not suitable for you.

SUMMARY OF MAIN POINTS IN CHAPTER 2

- Your interests and values can provide clues for discovering occupations that are a match for you.
- Observe yourself in life and pay attention to who you are and what motivates you.
- Identifying societal needs and problems that call out to you can be a pathway to the work you love.
- Your Holland Code reveals information about your personality type and working environments that will be appealing and unappealing to you.

RESOURCES FOR IDENTIFYING INTERESTS, VALUES, AND HOLLAND CODE

-  Discover, Sigi and the Kuder which were mentioned at the end of the last chapter can be used to identify your interests and values.
-  Free online assessment to determine your Holland Code. www.bigjobportal.com.
-  Self-Directed Search. You can take a more thorough assessment to determine your Holland Code at www.self-directed-search.com.
-  Explore job possibilities using your Holland Code www.nycareerzone.org.

In the next chapter you will be learning more about your goals, types of intelligence and some careers to consider exploring.

CHAPTER 3

TURN DREAMS INTO GOALS AND MAKE THEM HAPPEN

Chapter Objective: *To learn how to set and achieve goals. To identify your strongest types of intelligence and matching careers. To learn time management strategies.*

“Nothing happens but first a dream” says Carl Sandburg. Dreams are often the starting point for success. However, your dreams will remain mere wishes unless you turn them into concrete goals. Goals which are measurable, specific, have a plan with deadlines and are backed with positive actions, can make your dreams come true. It is important to answer the questions, “What do I want to get out of this life. What are the things I want to achieve?” Then ask yourself, “Are my actions taking me there?” Your goals must be supported by your actions for you to get where you want to go. When you find that you are getting off target, just change what you are doing so that your actions support your goals. This is one of the secrets of success. Robert Sternberg has defined “Successful Intelligence” as the ability to achieve your goals. Being able to make your goals happen is a form of intelligence. Clearly defined goals will give you a target, direction and purpose. If you choose goals that you feel passionate about you will also have the motivation to work hard and accomplish them.

In this chapter you will learn how to set and accomplish your goals, identify your unique types of intelligence, and begin exploring possible careers which use your type of smarts.

ACTIVITY 3.1 Reflect on the similarities and differences between wishes and goals. Identify three ways they are alike and three ways they are different.

Three ways they are alike

1. _____
2. _____
3. _____

Three ways they are different

1. _____
2. _____
3. _____

Large and long-range goals can seem overwhelming. By breaking them down into small steps they become easier to achieve and less stressful to accomplish. This is a mindset and practice that can help you take small steps, making sure many of your big dreams come true.

SMALL STEPS TO THE LIFE YOU WANT



Lao Tzu said, “A journey of a thousand miles must begin with the first step.”

The Japanese word *Kaizen* means small steps for continued improvement. Any large goal or project can be broken into small steps which leads us to the achievement of the goal. Slow and steady often wins the race.

According to Robert Maurer, author of *One Small Step Can Change Your Life*, taking small steps helps us to bypass fears that often arise when we are facing big changes. Fear and anxiety restrict our ability to think clearly and be creative. When we take small steps toward our large goals we remain relaxed, confident and can think more clearly.

I started weight lifting when I was 18 years old. I could only bench press 75 pounds. Two of my weights were a quarter of a pound each. I would tell myself every couple of weeks that I should be able to lift a half pound more weight and I would add these small weights to the barbell. In a few years I was able to bench press 300 pounds at a body weight of 145 pounds. This is an example of using small incremental steps to accomplish a big goal. I kept increasing the weight by a small amount, consolidated my gains, and in a few years was lifting 225 pounds more than when I began weight lifting. It is amazing what can be accomplished with small incremental steps. This same process can be applied to any of your goals.

You can decide what you want in life, whether it is a great relationship, career or any other goal. Then begin taking small steps toward your goal until you achieve it.

ACTIVITY 3.2 Think of one big goal you have like graduating from college, buying a home, getting into your dream career, etc. What are three small steps you can take to begin moving in the direction you want to go?

1. _____
2. _____
3. _____

Let us look at another article about using small steps and *Kaizen* to make the accomplishment of your goals easier.

MAKE THE DIFFICULT EASY

How can you make the difficult easy? How can you make your big tasks less daunting?

Lao Tzu, the Chinese sage and author of the *Tao Tè Ching*, answers the questions above by saying, “Difficult things of the world can only be tackled when they are easy. Big things of the world can only be achieved by attending to their small beginnings.”

So it is wise to make every task seem effortless, avoiding unnecessary struggle. Then you will achieve your objective easily. Treat everything as potentially difficult, but accomplish goals in the easier stages.

Look at these examples. Say you have a five page paper due in two weeks. If you start working on the paper early and do a little each day it will be completed ahead of time without stress and strain. On the other hand, if you wait until the night before the paper is due you will make the task difficult and most likely will be feeling a lot of stress.

When I first started thinking about writing my book, *Achieve College Success... Learn How in 20 Hours or Less*, I faced the resistance of my inner critic. The negative voice inside my head said, “This will take too much time. It will be difficult. I will not have time to enjoy my summer off from teaching.” I countered this negative resistance by replying, “I will take one small step at a time and it will get done without strain.” Then I asked myself, “What is one small step that I can use to get started?” I answered this question by brainstorming a two-page Table of Contents which included the topics I wanted to cover. Next I wrote a two-page Introduction and so on. You could write a 182-page book in one year by writing a half page a day. This is what Lao Tzu means when he says, “Sow the great in the small.”

If you tackle your challenging tasks, goals and activities before they become problematic, you will meet with few difficulties and achieve more with less effort. Try this with one of your goals and let me know how it goes.

ACTIVITY 3.3 Think of a school or other project that you have to do soon. Perhaps you want to procrastinate because it seems like a big or unpleasant assignment. Name the task or project below and three things you can do to make this easier. Think of a *Kaizen* approach.

Project

How I will make it easier

SHORT, MEDIUM, AND LONG-RANGE GOALS

You can set short-term goals for one year or less. Then set intermediate or mid-range goals with a timeline of one to five years. Finally, set long-range goals with a timeline of more than five years. For example, if you are a senior in high school a short-term goal could be to graduate in one year. A short-term goal could be to make a certain grade on your next test or to get a paper in on time. If you have a goal to graduate from college in four years that would be a mid-range goal. A goal to receive your master’s degree in six years would be an example of a long-term goal.



CREATING SUCCESS AND BALANCE

There are many different parts to our lives. For example, there is your education, career, social life, and family and financial responsibilities. Your body, mind and spirit need attention for you to remain physically and mentally healthy in order to maintain peace of mind through life's ups and downs. There are many different categories for goals. If you focus on just your career and do not take care of yourself then your health might suffer.

STUDENT COMMENT

"I found Chapter 3 to be very useful and enjoyed the assessment on Multiple Intelligences. I also found the tips on time management to be beneficial."

—Amanda Houghton

If your life is only about making money then friendships or family relationships may suffer. If your entire focus is on health your career might be neglected. All of these major areas of life affect each other. At times more attention must be devoted to one or two, but if you totally neglect the others it can throw your life out of balance reducing your overall quality of life.

For the purpose of this chapter you will be setting goals in four major categories: education, career, financial and personal. Personal can include social (friendships and recreation), physical (health), mental (improving your mind), spiritual (goals for building inner strength, peace of mind, and character) and family relationships.

Education Goals

Your education goals can be short-term such as getting a paper in on time, making a minimum of a "B" in a course or getting a one-year certificate. An example of an intermediate goal would be completing your associated degree in two years. Earning your master's degree in six years is an example of a long-term goal. Now brainstorm (write them down as fast as they come into your mind) your educational goals. They can be short, medium, long-term or a combination of all three.

ACTIVITY 3.4 Brainstorm several possibilities and then write at least three of your educational goals below that you would like to accomplish.

1. _____

2. _____

3. _____

Career Goals

The average person will spend over 80,000 hours of his or her life working. Most people spend more time working each day than they do sleeping, socializing or doing

anything else. A big chunk of your life will be spent working. It is important to enjoy the work you do because how you feel about your career will affect every other part of your life. For example, if you are stressed and unhappy at work it can hurt your physical and mental health, relationships and overall quality of life.

Examples of career goals you might consider while you are in school could be volunteer or internship opportunities, skills you wish to acquire, extra-curricular activities to build the right skills, leadership development opportunities and specific careers of interest.

After you begin your professional career you can continue to set goals for getting additional skills, for promotions and for other desired career achievements.

A good education can open the doors of opportunity to a career you love and do well.

ACTIVITY 3.5 Brainstorm several possibilities and then write at least three career goals below that you would like to accomplish.

1. _____

2. _____

3. _____

Financial Goals

Even if you do well in your career you will not feel successful if you have financial problems, cannot save for the future or cannot buy the things you really want. You will need to decide how much money you need to be happy. This is worth thinking about now because earnings can vary a lot from one career to another. Some people need more money to be happy and others need less.

Certainly you want enough money to meet your needs so that you are not under financial stress. Financial problems can have a negative influence on other aspects of life such as your health, relationships, career satisfaction and quality of life.

You can set short- and long-range financial goals. For example, if you work and go to school, perhaps you could set a goal to save 10% of your income each paycheck. You might set a long-range goal to buy a house or to be earning a certain amount of income one year after your college graduation.

STUDENT COMMENT

“This chapter was a challenge for me, in a good way. Not only is it important to set long-term goals for your career and personal life, but it is very important to also set small goals in between. It keeps me motivated and strong.”

—Stacie Wollham

Even if you have very little money now, you can start creating good habits such as saving a little money and avoiding credit card debt. These habits will help you build a mindset for being in control of your finances instead of money controlling you.

ACTIVITY 3.6 Brainstorm several possibilities and then write at least three financial goals below that you would like to accomplish.

1. _____

2. _____

3. _____

STUDENT COMMENT

“I never would have guessed in a thousand years that I would take so much knowledge from this class, not just from a career perspective, but financial, relationships and bettering myself as a person skill. I thought this class was going to be easy, boy was I wrong- it was challenging. Who am I was the question to be answered throughout this course and diving into ourselves to find out.”

—Cody Glasscock

Personal Goals

These goals can include physical goals for your health, mental goals to sharpen your mind, family and social goals to improve relationships and to have fun and spiritual goals to increase your peace of mind and inner strength. If you do not relate to the word “spiritual” think of personal development goals and building character. In other words, what type of person do you want to become?

ACTIVITY 3.7 Brainstorm several possibilities and then write at least three personal goals below that you would like to accomplish.

1. _____

2. _____

3. _____

MORE TIPS FOR GOAL SETTING

To accomplish anything important you will need to know where you want to go. A person without goals is like a ship without a destination. The ship may never leave the harbor and if it does, there is no telling where it will end up. Do you want to leave the outcome of your life to chance? If not, it is important to steer your own course by setting clearly defined goals. For a successful program your goals need to be specific, with starting and completion dates. These goals should be your own (not goals others want for you) and written down. Writing down your goals helps make them clear in your mind, and helps you feel committed to achieving them. Your goals need to be aligned with your values and with each other. Here are some other questions to consider:



1. Can I work on my goals each day or at least each week?
2. Are my goals morally sound and unharmed to others?
3. What obstacles will I need to overcome?
4. What is my plan and steps to take?
5. What additional knowledge and skills will I need?
6. Are my goals realistic and challenging?
7. What benefits will I receive from accomplishing my goals?
8. Did I include some goals which will help others?
9. Can I commit myself to start and complete these goals?
10. Are my goals both believable and achievable?

IDENTIFY ONE GOAL FOR EACH OF THE FOUR CATEGORIES TO START WORKING ON NOW

The purpose of the brainstorming and goal setting activity was to help you come up with several goals and to start thinking about what you want to accomplish. After going over your list of goals you may find that some are unrealistic or unimportant to you. You may want to add goals, redo others, and make some of them more specific and measurable. Now you are ready to set one goal and a plan of action in each of the four categories so that you can begin working on them now.



Concentrate now on just writing down one goal (short, intermediate, or long-term) under each of the following four categories. These may be selected from the goals you brainstormed, but they do not have to be. Later you can continue to add and revise your goals. Think of your goal setting program as a work in progress. These goals will help you to improve yourself in several areas and your life will take on a sense of purpose.

ACTIVITY 3.8 Write each goal below and include a plan of action and completion date.

MY GOALS

1. Education _____ Completion _____
Steps _____

2. Career _____ Completion _____
Steps _____
3. Financial _____ Completion _____
Steps _____
4. Personal _____ Completion _____
Steps _____

You should have at least one goal in each category to begin working on now. Remember the question, “Do my actions support my goals?” Now you will have a way of answering this question and staying on track. Break your goals down into small steps and continue moving forward until you achieve them.



Now go to the Appendix and add your top three goals in order of importance to the Mind Map in your career portfolio.

GOING AFTER YOUR GOALS WITH HEART AND PERSISTENCE

Many things in life will be accomplished by not giving up and by going after what you want. Don't be afraid to make some mistakes or to have a few failures along the way. The road to success is often paved with failures along the way. Babe Ruth was at one time the home run king in baseball. He held the record for home runs for many years. What people forget is that he struck out more than most other players. If you don't swing at the ball due to a fear of failure you will never get a hit or home run. The same is true for you as you play the game of life and go after your goals. The following story is about this subject.

TAKE THE GAME-WINNING SHOT

After missing thousands of shots in his career, a former basketball player admitted that he also lost hundreds of games and missed 26 game-winning shots. Does this player sound like a loser and failure? Can you guess this basketball player's name?

He is Michael Jordan, one of the greatest to ever play the game. Today he is remembered for his success on the court and not for the shots he missed.

The road to success includes failures, mistakes and “missed shots.” None of us are perfect, but we can keep improving through our efforts. What if Michael Jordan had given up the game of basketball because of missed shots? What a loss that would have been for him, for his fans, and for the game of basketball. Fortunately he did not quit and went all out giving his very best effort day after day.

When you take a lot of shots or make many attempts to achieve your goals, you will miss the target from time to time. And it is also likely that you will sink some baskets, accumulate points, and win at the game of life.

Go for your dreams in the same way that Michael Jordan shot at the basket and pursued the game of basketball. Take your shots without concern about whether or not you miss your target now and then. Use your mistakes and so-called “failures” as feed-

back for your improvement. Don't give up easily on yourself or on your goals. If you want something enough it is worth working for with your whole heart.

After writing the script for *Rocky*, Sylvester Stallone wanted to play the lead role in the movie. He was repeatedly turned down. Finally one producer was willing to buy the script, but only if they could hire another actor to play the part of Rocky Balboa. They did not want Stallone for the part and thought he would be a failure. Stallone refused even though he was practically broke and at times did not have enough to eat and pay his bills. The company kept raising the price and offered him \$300,000 for the script if they could hire a known actor to play Rocky. Again Stallone said no, he had to be Rocky. Finally they reduced their offer to \$30,000 for the script and allowed Stallone to play the lead role.

Producers thought the movie was likely to fail. Stallone accepted the \$30,000 offer because this was his dream. He fulfilled his desired outcome and the rest is history. *Rocky 1* earned \$200 million dollars and Stallone went on to make six Rocky movies and millions of dollars while living out his dream. Stallone refused to give up on his goal. Like Rocky, he kept getting back up every time he was knocked down.

Be willing to go the extra mile for what you want. Don't give up easily without a fight. You will miss some shots, but like Jordan and Stallone you will also achieve some of your biggest dreams.

ACTIVITY 3.9 Answer the following questions:

1. What is the most important lesson you got out of the stories about Michael Jordan and Sly Stallone? _____

2. How can you apply this lesson to your goals? _____

3. What can give you the courage to step up and take the game-winning shot in life and not give up on your dreams and goals? _____

You might find it interesting to know that Michael Jordan was dropped at one time from his high school basketball team. He was not always considered to be a great player. Jordan continued to practice and work on his skills until he became one of the greatest basketball players of all time. When he was a freshman playing for the University of North Carolina, he had the ball in his hands with seconds to spare and the NCAA Championship was on the line. This was the biggest game of his life. Should he give the ball to the more experienced players or take the game-winning shot? If he missed he would be heavily criticized. If he made the shot North Carolina wins the game and Jordan is a hero. Of course Jordan took the shot, made the shot and helped his team win the championship. He has said that this one shot changed his mindset because after this he no longer saw himself as an ordinary basketball player, but now could see his potential to become a great player. If you take your own shots at your goals you will hit some, you will improve and develop a success mindset.

TIME MANAGEMENT IS IMPORTANT FOR ACCOMPLISHING YOUR GOALS



Managing your time well is the same as managing yourself and your life well. Procrastination and poor time management can keep you from achieving your goals. Here are some time management tips.

- **Use a planner and calendar.** Write down your important plans and goals. Use a planner for your daily, weekly, monthly and yearly goals.
- **Identify your time wasters.** The first step is to become aware of how and when you waste time. Begin substituting your more important activities for your time wasters by writing them down in your planner.
- **Prioritize.** List five of the most important things you need to do each day. Arrange the list of activities in order of importance from number one through five. Focus only on your number one item until it is done. Then go to your number two item and on down the list. Make your to-do lists in the evening for the following day.
- **Delegate.** You may have some responsibilities that you can get others to do if you ask them, pay them or trade off with them. This can save you time.
- **Set time limits and deadlines.** Be aware of the amount of time you have available to complete tasks, goals and activities. Start early, prepare for the unexpected, and then it will be easier to complete projects on time.
- **Let others know your needs and your schedule of important activities.** Your friends and family need to be aware of your needs, and you should be aware of and respect their needs. There are times to say, “No, I can’t go play now. Let’s set a date for another time.”
- **Schedule work for the best time.** Plan to do your most important work and difficult tasks when you are rested and at your best so you can focus.
- **Get a good night’s sleep.** Most students between 15–22 years of age need 8–10 hours of sleep. Sleep deprivation negatively affects your memory and concentration.
- **Set small goals and break tasks into small chunks.** This keeps you from getting overwhelmed. It is easier to start and complete small projects, which helps build your self-confidence and creates a “can-do” mentality.
- **Work on important, but unpleasant activities a little each day until completed.**
- **Include rewards for yourself when you accomplish your assignments and goals.** Build in consequences or a negative effect when you do not follow through, such as not giving yourself the reward.
- **Exercise and eat well for maximum energy.** You will need good health and energy to work hard and to concentrate.
- **Concentrate on one thing at a time.** This will be more effective than multi-tasking at times when concentration is needed.
- **Use resources and ask for assistance.** When you are stuck get help instead of beating your head against the wall.
- **Be present and enjoy the moment.** Focus on what you are doing now. Do small things with care and attention because this will bring you the best results.

FOCUSED ATTENTION IS A KEY TO SUCCESS

One of the secrets of successful people is their ability to focus on the task at hand. Concentrated attention is the key to achievement in sports, school, relationships and in your career.

Concentrated attention is similar to the power of focusing the rays of the sun through a magnifying glass on to a piece of paper. It burns a hole through the paper because the sun's rays are magnified. Similarly, you can magnify your results with concentrated attention.

Make a list of your priorities for each day. Tackle these tasks which you identified as important one-by-one. Treat each task that you are doing as the most important activity of the day. This will help you to be totally present in the here and now. Do each activity with enjoyment and enthusiasm if possible. If you are unable to be enthusiastic, at least do the activity with your attention until you have completed the task or reach an appropriate stopping point. Then scratch it off of your to-do list (if it is unfinished add it to tomorrow's list) and approach your next priority in the same way. This may not sound cool in this age of multitasking, but it will give you excellent results.

Be like a scientist and try this approach of focusing your attention on one task at a time as an experiment to see if it works for you. I think that you will be pleased with the results.



ACTIVITY 3.10 Identify three of your worse time wasters and solutions to overcoming them.

Time wasters

1. _____
2. _____
3. _____

Solutions to my time wasters

1. _____

2. _____

3. _____

Time is your most valuable resource because as it goes by so does your life. Time is irreplaceable and it passes quickly. This is why it is wise to make the best use of your time (and your life) by managing it well.

DISCOVER YOUR STRONGEST TYPES OF INTELLIGENCE



There are many different types of intelligence. Knowing the ways that you are smart allows you to play to your strengths. You can also choose careers that allow you to use your best types of intelligence. Becoming aware of your strongest types of intelligence is another important part of self-knowledge.

Multiple Intelligences are eight different types of intellectual ability. The theory of Multiple Intelligences was presented by Howard Gardner in his book, *Frames of Mind: The Theory of Multiple Intelligences*.

IQ tests measure linguistic and logical-mathematical intelligence. Our schools value these two forms of intelligence. Students who are gifted with numerical and reasoning ability and are good with words and language usually do well in school since many subjects require these skills.

STUDENT COMMENT

“What I liked most about this course was that it broke down aspects of your life to help you find out who you truly are and to discover your life mission. I never thought I was good at anything. After doing exercises in the book, I discovered that I do have talents and skills and they will be the key to achieving a great career.”

—Ashley Miller

Dr. Howard Gardner also believes that it is important for schools and teachers to recognize and teach in a way that will benefit you if you are gifted with other forms of intelligence by presenting lessons in a variety of ways. For example, a student might have the potential to become an excellent musician, artist, and carpenter or business owner. A student who might be considered to be an underachiever can shine when teachers

use a variety of teaching methods such as music, games, role plays, self-reflection exercises and creative cooperative group activities.

It’s valuable for you to develop and use many of the eight types of intelligences, but usually you will be strongest in one to three of them.

Here are Dr. Gardner’s eight Multiple Intelligences with brief descriptions of each.

MULTIPLE INTELLIGENCES

1. **Verbal** – Ability to use written and spoken language to express oneself and communicate well. Excellent with words.
2. **Logical-Mathematical** – Ability to detect patterns and think logically. Problem solving and reasoning ability in math and science. Excellent with numbers.
3. **Visual-Spatial** – Ability to create images and understand spatial relationships. This is not limited to visual sight, but is seen within the mind’s eye. Excellent with pictures, graphs and charts.
4. **Bodily-Kinesthetic** – Ability to use the body with skill. Ability to use one’s mind to control bodily movements such as with athletes and dancers. Excellent control of one’s body.
5. **Interpersonal** – Ability to understand other’s feelings and intentions. Ability to relate well to others. Often referred to as “people skills.” Excellent with people.
6. **Intrapersonal** – Ability to be self-aware and to understand one’s own feelings, thoughts, goals and actions. Excellent self-knowledge.
7. **Musical** – Ability to understand and create musical sounds and recognize musical patterns. Excellent with music, sound and rhythm.

8. **Naturalistic** – Attraction to and understanding of nature and the environment.
Attuned to and excellent understanding of nature.

MULTIPLE INTELLIGENCES QUESTIONNAIRE

ACTIVITY 3.11 Rate yourself on the questionnaire below. Check the statements that you strongly agree with. Remember that no questionnaire is totally accurate. You can also get a feel for which Multiple Intelligences are your strongest by reviewing the descriptions and doing some self-reflection.

Verbal-Linguistic

1. ___ When I share a story from my life it flows with ease.
2. ___ I love to read.
3. ___ I enjoy writing.
4. ___ It is easy for me to remember poems and quotations.
5. ___ I can easily persuade others or sell them something.
6. ___ I remember a lot of what I read or hear.
7. ___ I express myself well.

Total _____

Logical-Mathematical

1. ___ Adding, subtracting, multiplying and dividing are easy for me.
2. ___ I can add up numbers fast without using a calculator.
3. ___ Puzzles are fun and easy for me.
4. ___ I am good at problem solving and enjoy math and science.
5. ___ It is easy for me to remember telephone numbers.
6. ___ I like to investigate things to understand how they work.
7. ___ I prefer making decisions based on logic instead of feelings.

Total _____

Bodily-Kinesthetic

1. ___ Dancing comes easy and I am good at it.
2. ___ I am good at sports.
3. ___ I am well coordinated.
4. ___ It is difficult for me to sit still in class and I fidget a lot.
5. ___ I learn best by doing instead of by watching or hearing.
6. ___ When I study I like to get up often and move around.
7. ___ Scary rides at a carnival and dare devil challenges appeal to me.

Total _____

Visual-Spatial

1. I easily understand maps, charts, graphs, and pictures.
2. If I go somewhere once I can always find my way back.
3. I can easily picture images in my mind.
4. I like drawing and doodling.
5. I prefer a map instead of written directions.
6. I easily turn words into pictures.
7. When I explain something to someone I like to draw them a picture.

Total _____**Interpersonal**

1. I am very social and relate easily to people.
2. I am sensitive to how and what people are feeling.
3. I like to share and teach others something I just learned.
4. People feel comfortable telling me their personal troubles.
5. I can easily make people feel comfortable and at ease.
6. I really like helping others.
7. I like listening to other people tell their life story.

Total _____**Intrapersonal**

1. I need time alone to self-reflect.
2. I am in touch with my feelings.
3. I like keeping a journal or diary of my thoughts and feelings.
4. Spending time alone recharges and energizes me.
5. I have goals and know what I want.
6. I am a deep thinker and think often about what is important to me.
7. Self-improvement is very important to me.

Total _____**Musical**

1. I learned to play a musical instrument without difficulty.
2. I like to sing and often have a song in my mind.
3. Music is a very important part of my life.
4. I have excellent rhythm.
5. If I hear a song once I remember much of it.
6. I like to study with music in the background.
7. I listen to a lot of music each week.

Total _____

Naturalistic

1. ___ The environment is very important to me.
2. ___ I love being outdoors and in nature.
3. ___ I have special feelings for plants and animals.
4. ___ I like being outside as much as possible.
5. ___ I can recognize different types of plants and trees.
6. ___ I believe strongly in recycling.
7. ___ Environmental pollution and issues concern me and I take an interest in them.

Total _____

Source: Developed by Raymond Gerson. Based on Howard Gardener: *Frames of Mind: The Theory of Multiple Intelligences*. Harper Collins, 1993.

Name your three strongest intelligences in order of preference.

1. _____
2. _____
3. _____

Now go to the Appendix and add your three strongest intelligences to the Mind Map in your career portfolio.



Some Examples of Careers that Might Maximize and Match Types of Intelligence





Linguistic	Teachers, writers and lawyers.
Logical-Mathematical	Scientists, engineers and computer programmers.
Visual-Spatial	Artists, architects and inventors.
Bodily-Kinesthetic	Dancers, athletes and firefighters.
Interpersonal	Counselors, salespersons and nurses.
Intrapersonal	Writers, psychologists and inventors.
Musical	Singers, composers and musicians.
Naturalistic	Environmental scientists, gardeners and geologists.

ACTIVITY 3.12 Name three additional careers not mentioned above that could be a good match for each of the eight types of intelligence. Fill in the blank spaces below beginning with Logical-Mathematical.



Linguistic	Editor, TV announcer and salesperson
Logical-Mathematical	
Visual-Spatial	
Bodily-Kinesthetic	
Interpersonal	
Intrapersonal	
Musical	
Naturalistic	

Now you add your most important goals and types of intelligence to the building blocks of your self-awareness. Step-by-step you are increasing your self-knowledge and ability to make wise career decisions.

SUMMARY OF MAIN POINTS IN CHAPTER 3

-  Dreams can become goals when you add a plan and deadline.
-  Goals provide you with motivation, direction, and purpose.
-  By breaking your goals into small steps you make the difficult easy.
-  Knowing your types of intelligence can help you play to your strengths and excel in your career.

RESOURCES FOR GOAL SETTING AND INFORMATION ON MULTIPLE INTELLIGENCES

-  Joe's goals – A Web site that provides a free tool to track your goals www.joesgoals.com.
-  For more about Howard Gardner and Multiple Intelligences you can go to www.howardgardner.com.

In the next chapter you will learn how to identify and explore careers that are a good match for you.

CHAPTER 4

HOW TO FIND AND RESEARCH CAREERS THAT ARE A MATCH FOR YOU

Chapter Objective: *To identify careers, career clusters, and career roles that are a good match for you. To determine your work purpose, who you want to serve and the type of impact you want to make. Learn how to research and explore occupations of interest.*

You have already started thinking about careers that could be a match for your talents, interests, values, passions, goals and types of intelligence. This chapter will go deeper into identifying careers that match who you are and you would feel passionate about doing. A purpose-driven career will bring you the greatest satisfaction if the purpose is one which inspires you. According to Fred Buechner, your true vocation will be, “The place where your deep gladness and the world’s deep hunger meet.” In other words you find a need to fill that will bring you joy. This will most likely be a career which you love and do well and will benefit you and others.

You will also be learning to research and explore careers that interest you. It is good to start with several possibilities. As you explore these careers you will be able to narrow them down to a few which interest you and match your personality. Eventually you will be able to list your top three career choices in order of importance to you. Don’t be in too big of a hurry. Take your time. This is a process and a journey of self-discovery. Look at it as an adventure and enjoy the ride. Few people ever get the opportunity for this amount of self-reflection. This is why most people end up in careers which make them unhappy. You, on the other hand, are increasing your self-knowledge and will be able to make an informed career choice. Your awareness of yourself and matching careers will greatly increase the odds you will find a career which you enjoy and do well.

CAREER CLUSTERS: AN EASY WAY TO BEGIN YOUR CAREER EXPLORATION

Career clusters contain occupations in the same field of work that require similar skills. It is easier for you to start by selecting a career cluster that matches you before you narrow it down to choosing a specific career. For example, “Education and Training” is a career cluster. This cluster contains many different occupations which utilize similar skills and abilities.



Here are just a few occupations in the Education and Training career cluster: education administrators, librarians, teachers, school psychologists, coaches and fitness trainers. Once you decide on a career cluster that is a match for you, it will be easier to choose the right education plan that will provide the knowledge and skills needed to succeed in a career which is part of the career cluster you have chosen.

O*Net is the nation's primary source of occupational information. It was developed by the U.S. Department of Labor and is part of the public domain. O*Net Online has a database of hundreds of occupations and is available to you at no cost. It allows you to search and explore different occupations and determine if they are a good match for you. O*Net also provides a variety of career exploration tools.

Here is a list of 16 career clusters identified by O*Net:

- | | |
|---|---|
| 1. Agriculture, Food, and Natural Resources | 8. Health Science |
| 2. Architecture and Construction | 9. Hospitality and Tourism |
| 3. Arts, A/V Technology and Communication | 10. Human Services |
| 4. Business, Management, and Administration | 11. Information Technology |
| 5. Education and Training | 12. Public Safety, Corrections and Security |
| 6. Finance | 13. Manufacturing |
| 7. Government and Public Administration | 14. Marketing, Sales and Service |
| | 15. Science, Technology, Engineering, and Mathematics |
| | 16. Transportation, Distribution and Logistics |

Source: The source of the 16 career clusters is U. S. Department of Labor, O*Net Online. National Center for O*Net Development.

To see jobs for each career cluster go to: onetonline.org/find/career.

You will be able to see a breakdown of different categories for each job such as tasks, technical skills, knowledge, skills, abilities, detailed work, activities and work context, interests, work styles, work values, etc.

ACTIVITY 4.1 You have identified your talents, skills, interests, values, Holland Code, problems of interest, favorite working conditions, goals and three top intelligences. Which career clusters match these? For each career cluster place a checkmark in any of the nine boxes that are a match. Then total your checkmarks for each career cluster. Note: An abbreviated version of each cluster is being used below. You are looking for career clusters that would give you the best opportunity to express your talents, skills, interests, etc. If you prefer to work with an electronic PDF version of the chart for Activity 4.1, you can go to upbeatpress.com. See free sample Chapter 4 of this book to find chart.

Career Clusters	Talents	Skills	Interests	Values	Holland Code	Problems in World	Work Conditions	Goals	Three Intelligences	Total
Agriculture										
Architecture										
Arts										
Business										
Education										
Finance										
Government										
Health										
Hospitality										
Human Services										
Information Tech										
Public Safety										
Manufacturing										
Marketing and Sales										
Science, Engineering, and Mathematics										
Transportation										

Source: Developed by Raymond Gerson based on the 16 Career Clusters by O*Net Online.

Name the three career clusters that matched the most of your nine categories in order of your highest scores.

Career Cluster

1. _____
2. _____
3. _____

You can go to the O*Net Web site and see many occupations for any career clusters that are of interest. This will help you to get a better idea if your top choices of career clusters are still appealing. It will also provide you with the opportunity to learn more about specific occupations of interest which are part of your favorite career clusters.

ACTIVITY 4.2 Go to www.onetonline.org and find “Occupations.” Click on “Career Clusters.” Choose the most appealing career cluster and see the occupations listed. Identify three jobs that interest you in a specific career cluster. List below the three most important tasks for each of these jobs.

1. _____

2. _____

3. _____

CAREER EXPLORATION WITH O’NET

ACTIVITY 4.3 For the three to four jobs you identified in Activity 4.2, name each occupation. On a scale of 1 to 10 with 1 being a poor match, 5 being average and 10 being a perfect match, rate your abilities, knowledge, skills and values for each of these jobs.

Occupation 1 _____

A. Abilities _____

B. Knowledge _____

C. Skills _____

D. Work values _____

Occupation 2 _____

A. Abilities _____

B. Knowledge _____

C. Skills _____

D. Work values _____

Occupation 3 _____

A. Abilities _____

B. Knowledge _____

C. Skills _____

D. Work values _____

Occupation 4 _____

A. Abilities _____

B. Knowledge _____

C. Skills _____

D. Work values _____

WORK PURPOSE AND YOUR CAREER

Your work purpose is the effect you want to have through the work you do. It is the foundation and springboard for maximizing your talents and skills. Your work purpose will provide you with the drive and internal motivation to fulfill your potential and make your best contribution. It is more than a job or career. You can fulfill your work purpose in more than one career if you choose. Most people will have several different careers in their lifetime and yet their work purpose might remain the same.

Let's say, for example, that your work purpose is to heal the sick and injured. You could fulfill this purpose in one of several occupations such as: laboratory

STUDENT COMMENT

"I learned about different career clusters and careers in my favorite clusters that I didn't know about. I also discovered my work purpose and created a work purpose statement. I also decided where I wanted to continue my college education and I did that by taking activities in the book and implementing them into my research of different schools."

—Cody Glasscock

STUDENT COMMENT

"I came to this class hoping that I was going to figure out what my college major would be. I desperately needed help figuring this out because I had changed majors many times. I feel that this class helped me to realize what I want to do with my life. The book has many useful tools and tips. The degree I am going for is a major in Psychology with a minor in Forensics. It blew my mind that I could do that."

— *Tiffany Lavender*

scientist finding cures for diseases, engineer creating technology to rehabilitate injuries, nurse, doctor, chiropractor, physical therapist, etc. Once you know your work purpose you can choose a career which aligns with your purpose and which matches you best. Other examples of a work purpose could be to add more beauty to the world, to help athletes reach their highest levels of achievement or to help students to get a good education. You were answering questions earlier in the book about needs and problems you would like to work on and what work would you choose if you

became wealthy. Answers to questions like these can provide clues to your work purpose. Your work purpose is like the glue that binds your talents, skills and other attributes together to serve your particular cause. It is this purpose that will fuel your passion and keep you inspired in spite of obstacles that come between you and your goals.

ACTIVITY 4.4 Brainstorm three examples of work purposes.

1. _____
2. _____
3. _____

DISCOVERING YOUR WORK PURPOSE

Many of the self-reflection activities that you have been doing can lead to the discovery of a career purpose. Identifying the problems you want to solve or needs you want to fill is one way. You can also ask yourself which purpose would my talents, skills, interests, values and goals best serve? Other questions to consider are: Who do I want to serve and in what setting do I want to work?

Who do you want to serve? Do you prefer to work with the elderly, children, students, teenagers, people with disabilities, the wealthy, the poor, the gifted, prisoners, the ill and injured, retail customers, etc? Where do you want to work? Do you prefer to work in an educational environment, in a scientific laboratory, a government organization, your own business, a private corporation, a small business, a large company, etc? Questions about who you want to serve and which setting you want to work in can help you to determine the aim of your career.

ACTIVITY 4.5 List five characteristics of the people you would most like to serve and influence.

1. _____
2. _____
3. _____
4. _____
5. _____

ACTIVITY 4.6 List three characteristics of the type of business or setting in which you want to work.

1. _____
2. _____
3. _____

HOW YOU WANT TO SERVE

The way that you want to serve and the career field or fields in which you want to make a contribution can help you to determine your work purpose.

What follows is from the book *Zen and the Art of Making a Living* by Laurence G. Boldt. These are career fields for you to review before deciding on your work purpose.

WHAT: THE WAY YOU WANT TO SERVE

The first step to developing your work purpose is to identify what you would like to do by identifying the fields you would most like to make a contribution to. Below are examples of “I want to” statements which express work purposes. You may be able to take one of these as a skeleton of your work purpose statement and amend or adjust it to suit your purposes. You may want to start entirely from scratch, using the statements that follow as a guide in constructing your own work purpose statement. However you arrive at it, your work purpose statement should be your own, reflecting what you most want to express or accomplish.

You may realize that you have more than one work purpose. In that case, pick the one that represents the area you want to focus on most over the next seven to ten years. If you still end up with several areas of focus, rank them and pick one major area of focus. The alphabetical list below is not intended to be complete or exhaustive. It represents just a few of the more common areas in which people with whom we have worked have expressed interest.

- **Agriculture:** I want to produce or advance the production of the foodstuffs that will provide people sustenance and nourishment in a manner that is environmentally sound.
- **Animal Care:** I want to see to it that the animals are protected and treated with care, compassion and dignity.
- **Architecture:** I want to design structures which are at once functional and uplifting to the spirit.
- **Art:** I want to portray, through artistic media, universal truths that uplift and inspire.
- **Business:** I want to provide valuable products and services including: _____
- **Clothing:** I want to design, manufacture or distribute quality clothing that is aesthetically pleasing, comfortable and healthful.

- **Communication:** I want to provide communication technologies and/or services which will help people to achieve their goals.
- **Culinary Arts:** I want to design, prepare and/or produce delicious, nutritious foods. I want to provide an atmosphere which will make eating a fulfilling, even spiritual experience.
- **Defense:** I want to provide for national security and defense. I want to see to it that people are safe, protected and free to pursue happiness in their own way.
- **Economic Development:** I want to assist people in developing a higher standard of living. I want to do so in a manner that respects values of human dignity and ecological balance. I want to insure that economic growth is based on the production of useful goods and services.
- **Education:** I want to train and develop people's minds, character, knowledge and skills. I want to help people to broaden their horizons and deepen their understanding.
- **Energy:** I want to design, develop, or promote safe, efficient, non-polluting and replenishable energy systems until new ones are in place.
- **Engineering:** I want to design, construct or manage road works, water works, building, machinery, etc., which will serve to improve people's quality of life.
- **Entertainment:** I want to provide laughter, drama, song or dance to lighten and enlighten people's lives.
- **Environment:** I want to clean up and protect the environment, and to do all I can to see to that it is kept as safe and pure as possible.
- **Family:** I want to provide services that will strengthen and support family units and family happiness.
- **Government:** I want to work with government institutions to insure that government remains responsive to the people and provides them with the best possible services.
- **Health:** I want to share with people the skill, knowledge, love and energy necessary to care for their health and physical well-being.
- **History:** I want to help people to better understand their past, to see how things have come to be as they are and to understand the great historical processes of change and their consequences.
- **Industry:** I want to manufacture materials which will make people's lives more fulfilling, free and productive.
- **Information Services:** I want to provide people, in an easy to use and readily available form, with the information they need to make informed and effective decisions.
- **Interior Design:** I want to create the kind of interior spaces which elevate people's spirits and bring out the very best in them.
- **Journalism:** I want to inform people about current events and issues. I want to help them to be aware of the people and events which shape their lives.
- **Justice:** I want to protect people's rights and insure that they are treated fairly and with human dignity.
- **Landscaping:** I want to create exterior environments which provide people with upliftment and joy.

- **Law:** I want to write, interpret, or practice legal remedies for human problems, conflicts, or grievances.
- **Life Sciences:** I want to help people better understand and utilize the biological and organic processes of life to further their well-being and minimize the dangers to their health.
- **Management:** I want to manage organizations which serve people's needs and aspirations.
- **Music:** I want to share beauty, joy, understanding and harmony through the vehicle of music.
- **Organization:** I want to help people to be more effective by organizing personnel, material, ideas and financial resources which will facilitate the achievement of their goals.
- **Peace:** I want to promote world peace. I want to further international cooperation, understanding and harmony. I want to exemplify and promote universal love and brotherhood.
- **Performing Arts:** I want to take an active role in portraying the wonder, poignancy, beauty, and drama of the human experience before live audiences.
- **Philosophy:** I want to challenge people to think of the deep and fundamental issues of life. I want to encourage them to examine their beliefs and the effect that holding these ideas has upon themselves and others. I want to share with them the wisdom of the ages.
- **Physical Education:** I want to teach people how to utilize their bodies to maximize efficiency, promote health and longevity and reduce physical stress and tension.
- **Physical Sciences:** I want to help people understand the physical world in which they live and how it can be made to serve them even better.
- **Politics:** I want to help people gain a voice in the decisions that affect their lives.
- **Psychology:** I want to help people better understand their minds and emotions, their motivations, drives and desires. I want to help them understand the power of their minds and emotions to achieve their highest potential.
- **Recreation:** I want to minister to people's spiritual needs. I want to help people to discover who they are, what it is to be, and how to be free.
- **Sports:** I want to help people discover the joys of effort, persistence, cooperation, teamwork and physical development that sports provide.
- **Technology:** I want to design, manufacture or promote technological advances which will help people to achieve a happier, richer, more productive lifestyle.
- **Trade:** I want to promote goodwill and cultural interaction by helping people to trade their products and services with others.
- **Transportation:** I want to help people to get from place to place in a clean, economical and safe manner, and in a way that makes the most efficient and least destructive use of natural resources.

Source: Boldt, Lawrence. *Zen and the Art of Making a Living*. Penguin Group, 1991, p. 170–173. Reprinted with permission.

ACTIVITY 4.7 Now choose the five fields above that interest you the most in order of importance.

1. _____
2. _____
3. _____
4. _____
5. _____

ACTIVITY: 4.8 List the top three of your five choices that best fit your talents, skills, values, intelligences, Holland Code, working conditions, personal traits, needs and problems that appeal to you, and goals. List them in order of the best matches.

1. _____
2. _____
3. _____

Keep in mind that you can sometimes combine more than one field of interest. For example, someone who is attracted to psychology, children and music could consider becoming a music therapist. You can also choose a field as a career and another one as a hobby. For example, someone who is attracted to interior design, but who also likes to act, could make a career of interior design and act in theatrical productions for fun.

Now you have enough information to try coming up with a work purpose statement that is appealing and matches you. You can change your mind or continue tweaking and revising your work purpose until it feels right. Remember this is a process that takes time and you are on a journey. Nothing has to be written in concrete.

WORK PURPOSE STATEMENT

Review the way you want to contribute, who you want to serve and the setting in which you would like to work. Also think about all of the other information you have learned about yourself. Reflect on the career cluster that was the best match for you and needs in the world you want to fill. Also consider the many strengths you have discovered about yourself.

ACTIVITY 4.9 Now write your work purpose statement below:

My work purpose statement is:

Now you can go to the Appendix to your career portfolio and add your work purpose statement. There is a place for it after the Mind Map.



ACTIVITY 4.10 Name three occupations that could serve and fulfill your work purpose.

1. _____
2. _____
3. _____

ACTIVITY 4.11 Name the three occupations which you want to learn more about. They may be the same as above or different. Choose three occupations that you believe are the best overall match for you. Consider everything you learned about yourself including your talents, goals, work purpose, etc.

My Top Three Choices of Careers to Explore Further

1. _____
2. _____
3. _____

Now you can go to the Appendix and add these three careers to the Mind Map in your career portfolio. Pencil these in because you may want to change them later after you do more career exploration.



ACTIVITY 4.12 Go online (or to your library for the print version) for the Occupational Outlook Handbook (OOH) at www.bls.gov/ooh. Look up your three careers of interest that you wish to explore further. Learn the following: training needed, skills required, earnings, what workers do on the job, working conditions and job prospects. You can also research these occupations on the O*Net Web site. After you do this research decide if these are still your top three occupations of interest or if you prefer to explore some different ones.

You are learning how to research occupations of interest online or through the library. Librarians can also point you to the best resources. Once you have determined your top three choices of occupations by reviewing written information, there is more that you can do to further explore these careers. This is what we will be covering next.

LABOR MARKET RESEARCH

You can find out which careers are projected to grow in demand, stay about the same, and shrink. In other words, some jobs are projected to grow and be hot and some are projected decline. A few might become obsolete. This can also vary depending on the location that you choose. Your state employment office can usually provide



you with local job market information, including data about job growth and salaries. On a national level you can do labor market research on Web sites like www.bls.gov (U.S. Bureau of Labor Statistics) or O*Net Online <http://online.onecenter.org>.

INFORMATIONAL INTERVIEWING

The purpose of an informational interview is to learn more about a particular career, job or company that is of interest to you. Unlike a job interview, you are the interviewer. You are conducting an informational interview with someone who is working in a career or job that you want to know more about. This is an excellent follow-up to your online and library research. You will be informed, but still want to learn more.

Informational interviews are most effective when you talk with more than one person in the same field of work. After conducting the informational interviews you might decide that this work is not for you or the information may help you confirm that this is the career you want to pursue.

STUDENT COMMENT

“This class has been extremely helpful in my search to find my long lost career. This process has helped me to grow stronger as a person and help me to find who I really am inside. After all these years of listening to what everyone else expected of me, I feel like I now know who I am and what I am capable of.”

—Sarah Nitchman

You can go online and find many questions to ask during an informational interview. Then develop a few of your own. Think about what you really want and need to know to decide if this career is the one for you.

How do you find the people to interview? One way is to ask people who you know if they can refer you to someone who works in your field of interest. You can also call them directly; let them know you are interested in learning more about their career field

and make an appointment to get together. It is best to do the interview in person. Let them know when you are setting the appointment that you will not take up more than 30 minutes of their time. After the meeting always send them a thank-you note.

Here are a few examples of questions that can be asked during an informational interview:

1. How did you get into this type of work?
2. What do you like best about it? Least about it?
3. What do you consider to be the greatest rewards of this work?
4. What experience and skills are needed?
5. What types of problems are you engaged in resolving?
6. What are your major responsibilities?
7. What education is usually required?
8. What are the day-to-day working conditions like?
9. What type of training and advancement potential is available?
10. How much money do people in this field typically earn?
11. What is your advice for someone who is considering entering this field of work?
12. These are my strongest skills and talents-----Where would they best fit in this career?

ACTIVITY 4.13 Practice conducting an informational interview with a friend or classmate before doing the real thing. Interview your partner about a job that he or she is familiar with or has done. Then switch roles letting your partner interview you about a job that you know a lot about.

JOB SHADOWING

Job shadowing allows you to follow a person on the job for a half or full day. People who you conducted your informational interviews with are one possible source for job shadowing. You might be able to find a mentor to not only job shadow, but who will provide guidance to you over a longer period of time.

To shadow a mentor you can also look into The National Job Show Coalition. Students get to shadow a mentor in their workplace. For more information you can go to: www.jobshadow.org.

Student Life, Clubs, and Organizations

Extra-curricular activities at school can help you to learn more and prepare for some careers. For example, if you are interested in journalism you could work on your school paper as an editor, writer or in another capacity. If you aspire to be a leader and strong communicator you could take on leadership positions in campus organizations. Think about clubs at your school that would provide you with experience related to your career of interest or skills that you can build and then include on your resume.

STUDENT COMMENT

“This book gave me many tools to prepare and focus my direction in choosing a career and major. I wholeheartedly recommend this book and career exploration class. I would be lost without this valuable information.”

— *Trish Rollins*

ACTIVITY 4.14 “Identify and list three student organizations on your campus that you are willing to explore.

1. _____
2. _____
3. _____

COURSEWORK

You can take required and elective courses that can give you a taste of different careers and help you gain knowledge and skills that you will need. Use the Career Clusters Web site to find recommended pathways of study for your career goal. You can also use some class assignments to gather information that you need. For example, if you have a school paper to write on a subject of your choice you can choose a subject or career that you want to investigate. Or you might interview someone who works in that career and write about your findings. If you aspire to be in a field that demands excellent public speaking skills you can take speech classes in high school and college.

INTERNSHIPS, VOLUNTEER WORK, AND PART-TIME EMPLOYMENT

Check with your school to see if paid or unpaid internships are available. You will usually have supervision and mentoring to help you learn skills that are needed in this career field. Counselors at your school will know about available internships that are related to your career choices.

Sometimes you can find summer or part-time employment related to your career of interest. You might be able to convince an employer to provide an opportunity for on-the-job training.

Volunteer work in a related career field can be a great way to find out if this career is of interest to you. You can also make important contacts and build skills to put on your resume. I have known people who obtained a good job and beat out other job applicants with more education because they had acquired hands-on skills from volunteering.

When you graduate you will probably have competition for the job you want. If it comes down to an employer choosing you or another candidate, little things can make the difference. For example, if all things are equal, but you have some experience through volunteering, an internship, or part-time employment you are likely to get the job.

HOW TO CHOOSE A COLLEGE MAJOR

You are ahead of the game because of the work you have already started doing in this book. Once a student identifies careers that are a good match the next step is to find college majors that are a good fit for those careers.

You have started the career development process by:

- Assessing your interests, skills and values.
- Considering your personality type and appropriate working environments.
- Identifying occupations to explore.
- Reading about those occupations and requirements in the Occupational Outlook Handbook or O*Net.

You can also:

- Consider what were your best and worse subjects in high school.
- Consider which parts of any jobs you have done which were enjoyable and which parts you disliked.
- Take an online career assessment. For example, many colleges offer career assessments such as “Discover.” It allows you to search by occupations to find appropriate college majors.

Here are more tips:

- Talk with a high school guidance counselor if you are in high school.
- See an academic advisor or counselor if you are in college.

- Talk to students in majors that interest you.
- Talk to professors who teach in departments of interest.
- Interview people who work in careers that interest you for their advice and to determine what their majors were.
- Consider degree requirements for majors that interest you. Are you willing and able to meet these requirements and to go to school that long?
- Consider labor market projections. Will jobs in this field be in-demand in your preferred geographic locations?
- Consider earning potential. Will it be enough to meet your needs and desires?
- Use college catalogs as a resource to find a college major.
- Look at books on how to find a college major.
- The *Princeton Review* online can be a resource. Go to their website, www.princetonreview.com. and click on the College button, then click on Find Schools & Majors link, and then select Majors Search. You can view profiles of over 200 majors.
- Students often change majors as they take courses, do research, learn more about possible occupations and/or realize that career opportunities will develop regardless of the major/degree that is earned. So don't panic if you decide that your first declared major or career choice is not the one for you.

In this chapter you have learned a lot more about yourself and which careers would be a good match for your personality. It is wise to have several options and continue exploring your career choices until you feel ready to narrow your choice down to one which you wish to pursue.

SUMMARY OF MAIN POINTS IN CHAPTER 4

- ✍ Find a need to fill that becomes a career you love and do well.
- ✍ Career clusters contain occupations that require similar skills and are a good place to begin exploring careers of interest.
- ✍ Your work purpose is revealed by determining the effect you want to have through your work.
- ✍ Informational interviewing, internships, job shadowing, volunteering and part-time employment can be used as ways to learn more about careers that interest you and to gain experience.

RESOURCES FOR CAREER EXPLORATION

- ✍ O*Net mentioned previously is a great Web site for researching careers of interest. <https://www.onetonline.org>.
- ✍ Occupational Outlook Handbook (OOH) is another good Web site for career exploration and doing labor market research. <https://www.bls.gov/ooh/>
- ✍ Discover Career Assessment mentioned before can be used to look up college majors that match careers of interest or vice versa. <https://www.act.org>

 Job shadowing www.jobshadow.com.

Now an important question to ask is, “How do I make my career goal happen? Once I acquire the education, training, knowledge and skills that I need for my chosen career, how do I get the job I want?”

In the next chapter you will be learning how to put together a good resume, cover letter and will learn job search strategies to help you obtain your dream career and job.

CHAPTER 5

EFFECTIVE STRATEGIES TO GET THE JOB YOU WANT: RESUMES AND JOB SEARCH SKILLS

Chapter Objective: *To fill out a job application which can be used as a model or guide for future job applications. To learn how to create an effective resume and cover letter. To learn job search strategies.*

Have you ever wondered how to look for the right job? Most people go about it incorrectly. Many people feel frustrated by the job-hunting process. If you are one of these people, this chapter, containing a variety of strategies needed for a successful job search, is for you. In it you will find tips on writing a resume and job search strategies.

OVERVIEW OF CHANGES IN THE JOB MARKET

The following trends have been observed in the job market in recent years:

- Movement from an industrial era to an information age
- Increased global competition
- Increase in part-time, temporary and other low-paying jobs and in underemployment
- Frequent job and career changes
- More jobs being created by small companies (500 or fewer employees)
- Shrinkage of manufacturing job markets
- Large corporations becoming leaner
- A more highly educated population and greater competition for professional jobs
- Fewer jobs for high school graduates and dropouts
- More women, minorities, and immigrants entering the workforce

New technologies are creating new jobs while eliminating many older ones. More jobs are being eliminated than are being created. Job security no longer exists. Security lies in employability—in maintaining skills which are transferable and in demand. Also, it is

critical to be able to sell a prospective employer on the value of your skills and potential contribution.

STUDENT COMMENT

“I learned how to search for, apply for and find jobs.”

—Chris Harrison

Interpersonal and communication skills, knowledge of technology and the ability to think and solve problems are fast becoming essential for success in the information age. Developing these attributes will enhance your opportunities in today’s job market.

At least seventy percent of new jobs being created are more complex and require greater critical and creative thinking skills than jobs in the past. These newer jobs are more interesting and are better jobs than many of the ones in the industrial era. Many jobs in the past required one solution or a set routine to accomplish the purpose of that job. Many of the jobs that are being created today cannot be accomplished by following a set routine and there may be many solutions. These more complicated 21st century jobs require a better education, more training, and higher level skills than many of the routine jobs of the past.

Employers are looking for employees who are problem solvers, who can learn and adapt quickly and who are intrinsically motivated (from within themselves).

Knowing yourself and the career you want are first steps to the job you desire. You have been working on this and you know more about the course of study, education, and training you need to qualify for your career choice. Now we will consider what you need to do next to get the job you want.

THE JOB APPLICATION



Employers and Human Resource departments use job applications for some jobs. Employers use job applications to decide who they will call for the job interview and to obtain information that most people will not include on their resumes. For some professional jobs only a resume will be required.

TIPS FOR FILLING OUT THE JOB APPLICATION

- It is best to fill the job application out at home, if possible
- When filling the job application out at the work site bring all necessary information
- Bring your resume
- Bring your driver’s license and social security card
- Bring an already filled-out model application to guide you (You will be doing this next)
- Make sure you have names, phone numbers, and addresses
- Read the application first before filling it out
- Follow the instructions
- Use a black or blue pen
- Print, be clear and neat
- Check grammar and spelling
- Do not leave blank spaces. Use NA if it does not apply
- Be honest

- Do not add unnecessary negative information
- Do not list an e-mail address for yourself that sounds sexual or weird
- List your most recent job first
- List your most recent education first
- Your answers should reveal why you qualify for the job
- What you write on your application should not conflict with your resume
- Go over your application and make sure it is completed
- Sign and date your application

Keep in mind employers form an opinion about you from your job application. If your application is not well written, error free and neat, you will probably not be called in for an interview. Your purpose in submitting a job application and resume is to get an interview which is necessary to get the job. This is why in the next activity you will have an opportunity to fill out a job application. The purpose is to give you a chance to practice filling out a job application. And you will then have a good copy for reference when you fill out other applications. This practice job application will become part of your career portfolio. It should have all of the names, addresses, phone numbers, dates, salary and other information you need to fill out most job applications. As long as you keep it updated you will be able to use it again and again when you are filling out new job applications. It will save you time and will be especially helpful when you have to fill out job applications at the company itself.

STUDENT COMMENT

“With a background in Human Resources I used to be quite comfortable with resumes, cover letters and job search strategies. I have been out of the workforce for so long that it was great to refresh and find out about new trends.”

—Stacie Wollam

ACTIVITY 5.1 Go to the Appendix to the section on “My Career Portfolio” and find the blank job application form. First make a practice copy instead of using the one in the book. Please fill out the application neatly and completely. You may have to complete this assignment at home if you do not have all of the necessary information.



Once you have the application completed ask someone with good writing skills and lots of experience with job applications to look it over and make suggestions for improvement. When it is in good shape, copy the information from your practice application on to the one in the book. Now you have a good model to use when filling out other employment applications. Another option is to keep a separate folder of your career portfolio and continue adding to it, including the copy of your practice job application.

THE RESUME: YOUR FIRST IMPRESSION

A resume is like a sales presentation, with you as the product. It is an advertisement of what you offer a prospective employer. A resume is an ad to market yourself.

Your resume is usually the tool that introduces you to an employer for the purpose of obtaining an interview. This is especially true if you mail in your resume before

filling out a job application. It also serves as a sales “brochure,” left with the prospective employer after the interview to remind that person of your potential contribution.

Always send a cover letter with your resume. Often, your cover letter and resume are the first impression you make on a prospective employer. For that reason, your resume should reflect professionalism and confidence.

Many job seekers discover they must send out several hundred resumes to obtain one job interview—quite an expensive and time-consuming undertaking. This is not necessary when you use effective job search strategies.

If possible, set up the interview and take your resume with you. Another option may be to schedule an interview and then mail your resume before you meet. When

you must mail a resume before you have an interview, always follow up with a phone call. During your phone conversation, make sure the hiring authority has your resume and then request an interview.

If your resume is sent to the Human Resources Department and not to the hiring authority, you are more likely to be screened out. Human Resource personnel usually screen in a few applicants who appear on paper to be a near-perfect match for the job. If the company requires that a resume be sent to Human Resources, you should comply, but also attempt to get

a copy into the hands of the person who will make a hiring decision.

STUDENT COMMENT

“The knowledge in this chapter and book has not only helped me, but also my mother. She was telling me that she is thinking about making a career change and needs to work on her resume. I got excited and told her that I have a whole chapter in this book that is dedicated to making an awesome resume and offered to help her do it.”

—Ashley Miller

ACTIVITY 5.2 What do you already know about resumes and what would you like to know?

Fill in the two lists below.

Three things I know about resumes.

1. _____
2. _____
3. _____

Three things I need to know or learn about resumes.

1. _____
2. _____
3. _____

GENERAL TIPS FOR WRITING YOUR RESUME



- Write the resume yourself. If you do not, then give input to the writer. The resume should sound natural and reflect your contribution. Capture the reader’s attention from the beginning.
- Include only truthful statements on your resume. If some unnecessary information will hurt you, leave it off.

Content: Job Objective

- The statement of your job objective should be short but express what you can offer. Tie it into the job for which you are applying. Use a different job objective when applying for different jobs.
- Summary should be brief, if one is used, and should justify your job objective.

Content: Education & Related Items

- List highest attained level of education first. If you graduated with honors, include your G.P.A.
- If you are working toward a degree or diploma, say so, and provide projected date of graduation.
- Include any informal courses or training that are related to your objective.
- List any professional associations to which you belong.
- Include your military background if it is related to the job.

Content: Work Experience

- In a brief statement, summarize all work experience prior to the last ten years. Use year-to-year dates. If you have few work experiences, include part-time and summer jobs, volunteer work and internships.
- Express job performance in terms of results accomplished. Use action verbs to open each statement. Address problems faced and actions used to solve them.
- Include summer and part-time employment, and volunteer work if relevant.
- Do not include information on salary on your resume.
- Do not include reasons for leaving.

Content: Other

- Leave off personal information, such as height, weight, marital status, health, etc.
- Don't use unnecessary wording such as Resume of Qualifications, References Available Upon Request, etc.
- Brief reference quotations can be used.
- Do not use photographs.

Appearance of Resume

- Resume should be no more than two pages. One page is sufficient if you have only a few years of work experience.
- Include your name, address and phone number at the top of the resume.
- Allow ample white space for easy readability.
- A computer will give it a tailored look.

TYPES OF RESUMES

There are two basic types of resumes: chronological and functional. These resume styles can also be combined. A chronological resume provides a work history with dates of employment. You begin with your current employer and work back in time. A chronological resume is best if you are a student and have a limited work history. A functional resume emphasizes a variety of skills and experience without listing a detailed work history. It is beneficial to use a functional resume when you have gaps in your employment history and you want to avoid showing dates, you have had many different types of jobs or you want to highlight a wide variety of skills.

The functional format rarely lists dates of employment unless combined with a chronological approach. However, be aware that some employers will screen out resumes that do not list dates of employment.

STUDENT COMMENT

“I already had a general idea of how to fill out a job application and to write a resume, but this chapter helped me fine tune the detail. I learned how to appropriately write key words and certain things that it will determine whether or not an employer looks at your resume.”

—Amanda Houghton

We will be looking at some examples of resumes. The following resumes are examples of (1) a chronological resume of someone who has limited work experience and is about to graduate from college, (2) a combination chronological and functional resume of a person with an extensive employment history. This example is being provided because many older workers and ex-employees are returning to school for diplomas and college degrees. If you are a student

with few work experiences, this resume can be reviewed again in the future when you need a model for developing a similar resume.

Example of chronological resume for a college student:

Marilyn Johnson

2205 West Modem
Austin, Texas 78722
(512) 480-1251

E-mail: mjohnson@yahoo.com

Objective: Full-time Customer Service Representative Position with management potential

Education: University of Texas, Austin, Texas Bachelors of Business Administration. Will graduate December 2010; GPA 3.5

Employment History: Merchants Bank, Austin, Texas Customer Service Representative (part-time) 9/07-Present

- Provide customer support to resolve potential and existing problems
- Survey customers regarding their needs and problems
- Arrange special events for customers to enhance their level of satisfaction
- Meet promptly with customers to address complaints

Rovington's Clothing Store, Dallas, Texas Customer Service Representative (volunteer internship), summers 2006 and 2007

- Provided telephone support to customers, answered questions and addressed problems.

- Developed a computerized database of customers
- Notified customers of special discounts
- Resolved numerous customer complaints

Other Skills: Fluent in Spanish; experienced with Windows NT, XP Professional, spreadsheets and PowerPoint.

Awards and Honors: Will graduate Magna Cum Laude, received commendations and awards for outstanding customer service, elected and served as vice-president of College Marketing Students Association.

Example of combination chronological and functional resume for person with lots of work experience:

John Deering

P.O. Box 1250

Dallas, Texas

(214) 850-3125

E-mail: johndeering@gmail.com

- Objective:** Manager of Human Resource Development and Training Department
- Summary:** More than ten years of sales, training, public speaking and consulting experience.
- Author:** Wrote numerous published articles on the art of effective communication. One editor commented, "Your articles are inspiring, informative and thought-provoking."
- Developer:** Developed several comprehensive training seminars. Received excellent evaluations from training participants.
- Entrepreneur:** Started and built a successful training business which has grown by 25% per year for ten years.
- Sales:** Excelled in computer sales for a major computer company. Consistently in the top 10% of a sales force of over 300.
- Trainer:** Conducted numerous personal development seminars for major corporations: 99% of evaluations were rated as outstanding. Topics included team building, communication skills, leadership, and sales skills.
- Employment:** 2000–Present, Trainer and President
Deering Training, Inc. Dallas, Texas
1991–1999, Sales Representative
Apollo Computers, Palo Alto, California
- Awards:** Toastmasters regional contest winner in 1999. Number one salesperson in nation award, 1996. Rookie salesperson of the year, 1991.

Source: Developed by Raymond Gerson. Based on *Effective Job Search Strategies* by Raymond Gerson. Enrichment Enterprises.

KEYWORDS AND YOUR RESUME

Many companies use computers to scan resumes. The computer program is looking for certain keywords, usually knowledge and skills which are related to the job description. If these keywords are missing from your resume you may be screened out without a human being even seeing your resume. Always read the job description and then be truthful, but emphasize keywords or knowledge and skills in the job description on your resume. If you use a summary, that can be a good place to list a few keywords, but anywhere on your resume is fine.



PREPARING TO WRITE YOUR RESUME

ACTIVITY 5.3 Write a job objective below. This can be pretend for now. You can also combine an objective and brief summary by listing your objective followed by three bullet points under it to list your skills.

Objective: _____

Or

Objective: _____

- Bullet 1
- Bullet 2
- Bullet 3

ACTIVITY 5.4 List your education beginning with your most recent or present. Include either date or projected date of graduation. If you are in school and have limited work experiences write about your education before your employment history.

	Name of school	Degree or diploma	Date of graduation
1.	_____	_____	_____
2.	_____	_____	_____

ACTIVITY 5.5 Make a list of your work history and remember to include part-time and summer jobs if you have little full-time work experience. You can also include internships or voluntary assignments. For example, if you worked on your school paper or if you did fund-raising for your school these could be included. List your last three work experiences including the name of your employer, job title, and dates of employment.

	Name of company	Title	Dates
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____

ACTIVITY 5.6 Next you will list what your responsibilities were for each of the above listed jobs and skills used. It is good to have a few bullet points that start with action verbs. For example, achieved, resolved, trained, produced, designed, interviewed, etc.

Example of a bullet point starting with an action verb and describing a skill from the college student's resume that you reviewed earlier:

- Developed a computerized database of customers

Now you try it for each of your jobs.

Responsibilities and skills:

Company #1

- Bullet point #1: _____
- Bullet point #2: _____
- Bullet point #3: _____

Also list bullet points for other jobs that you plan to list on your resume.

ACTIVITY 5.7 List any additional training, internships, or volunteer experience. Also include additional skills such as with computers, sign language, etc.

Additional training: _____

Other skills: _____

ACTIVITY 5.8 List any special awards, recognitions, or honors.

Awards and honors: _____



WRITING YOUR RESUME

Now you are ready to write your resume. A good way to begin is to fill in a **template resume (fill-in-the-blanks)** and there is one in the Appendix under “My Career Portfolio.”

ACTIVITY 5.9 Make a couple of copies of the template resume in the Appendix. Use the information you wrote in Activities 5.2 through 5.8 and hand write this information on your template. Then work with a classmate or partner and exchange your resumes. Help each other to improve them to your satisfaction. Then you are ready to type your resume and include it as part of your career portfolio. Be sure to keep your resume updated.

COVER LETTERS



Always make it a practice to send a cover letter to employers along with your resume. The cover letter introduces you and is written to create interest in reading your resume. It is best to send your resume and cover letter directly to the hiring authority if possible. Here is an example of a cover letter from Marilyn Johnson, the college student who wrote the chronological resume that you read earlier.

Example of Cover Letter

Marilyn Johnson

2205 West Modem

Austin, Texas 78722

(512) 480-1251

E-mail: mjohnson@yahoo.com

September 2, 2010

Ms. Sarah Myers
Customer Service Manager
XYZ Company
456 Boker Street
Dallas, Texas 81027

Dear Ms. Myers:

I have enclosed a copy of my resume in application for the position of Customer Service Representative/Assistant Manager.

I have more than three years experience working part-time as a customer service representative. Your position is appealing because it is full-time, is more challenging than my part-time position and includes assistant management and leadership responsibilities.

I will be receiving my BBA this December from the University of Texas, graduating Magna Cum Laude. My combination of leadership skills as vice-president of the College Marketing Student's Association, hands-on work experience, and education have prepared me for making an immediate contribution to XYZ Company. Additionally, my fluency in Spanish, strong computer skills, and experience resolving customer service problems will serve as strong assets for your company.

I would appreciate an opportunity to interview for the position. I will follow-up with a phone call in a few days to determine your interest in scheduling me for an interview. Thank you for your consideration.

Sincerely,
Marilyn Johnson

Notice how Marilyn was going to follow-up if she did not hear back from Ms. Myers. This is being proactive, rather than being reactive and sitting around waiting for something to happen.

ACTIVITY 5.10 Write a cover letter for the job objective on your resume. Exchange cover letters with a classmate or partner and review them. Make suggestions for improvement. **When you have improved your cover letter, type it on the computer, and add it to your career portfolio.**

JOB SEARCH STRATEGIES

You may or may not need some of the following job search strategies while you are in school, although they can come in handy even if you are just seeking a job to make ends meet. However, these strategies will be especially valuable when you graduate and begin looking for a professional career.



NETWORKING

When it comes to job hunting, nothing else is quite as effective as having contacts that are able to steer you in the right direction. You may not realize how large a network you have until you investigate. Often, you'll find that a contact you have knows someone else who can assist you.

Contact these people to assist you in your job search:

- Family members
- Teachers or professors
- School counselors
- Colleagues—past and present
- Past supervisors
- Professional acquaintances—accountants, ministers, stockbrokers, lawyers, real estate brokers, insurance agents, career counselors, doctors, dentists, salespeople, and consultants
- Club and professional organization members
- Church members
- Merchants with whom you do business
- Previous customers and clients
- Chamber of Commerce

The next three segments will detail how to conduct research into prospective employers in the field of work that interests you. As you read and do research keep these pointers in mind.

Criteria to Consider in Researching Companies:

- Type of industry
- Products and services
- Job functions and requirements
- Advancement potential
- Growth or decline of the company
- Location
- Size of the company
- Policies and management style
- Compensation/benefits

JOB SEARCH TECHNIQUE 1

1. Write down the names of everyone you know who has professional contacts (clergy, sales representatives, brokers, etc.).
2. Decide who you are willing to call from the list you have made. Ask them for names of professionals who work for companies you're interested in. Set a goal to obtain a minimum of 25 names.
3. Call these professionals, tell them who referred you, and describe what you would like to do. Ask each professional for the names of two people who work in your field of interest or similar fields.
4. Contact the people in these fields of interest for informational interviews. At this stage you are usually not talking with the hiring authority. You are gathering information by talking with someone who is doing a job that appeals to you.
5. After you are better informed about the job, then conduct informational interviews with employers who can hire you.
6. During the informational interviews, obtain the names of hiring authorities in your target fields who may have job openings; contact these people for job interviews.

JOB SEARCH TECHNIQUE 2

1. Go to the library, and identify at least 25 companies of interest from directories such as *Commerce and Industry Directory*, *Dun and Bradstreet's Million Dollar Directory*, *Standard and Poor's Register of Corporations*, *National Trade and Professional Associations* and *The American Almanac of Jobs and Salaries*.

2. Look through the Dictionary of Occupational Titles or O*Net to discover job descriptions that fit your field of interest. Identify the job you want and the skills and experience necessary to perform that job.
3. Contact the companies you've identified, and ask who the hiring authority is for your field of interest.
4. Contact these hiring authorities for job interviews.

EFFECTIVE AND INEFFECTIVE JOB SEARCH METHODS

When you get to know yourself as a first step and then research matching careers (as you have been doing) you will be better prepared for your job search than most of your competitors. Taking these steps, plus using some of the direct contact job search strategies covered in this chapter, has proven to be highly effective. Sending out resumes without follow-up, posting your resume online, answering want ads in the newspaper and using employment agencies are much less effective. It is not that you should not use all methods, but spend more time working on the strategies that work the best. Being referred to employers by people they know or contacting hiring authorities directly makes you proactive. Sending out resumes and waiting for someone to call you or hoping an employment agency will find you a great job puts you in a reactive or passive role. Take charge of your job search, treat it like a job itself and be willing to put in the hard work to get the job you want.

KEEPING RECORDS OF YOUR CONTACTS

When you are doing a job search or scheduling informational interviews it is important to keep a record of your telephone and in-person contacts. A form has been created which you can use called **“Marketing Information Form.”** You will find this form in your career portfolio in the Appendix.

THE LONG-DISTANCE JOB SEARCH

When you are ready to start your professional career you might need or want to consider geographical locations outside of where you are living at the time. Think about geographical locations that appeal to you including your current location.

ACTIVITY 5.11 List three geographical locations you would consider in order of location.

1. _____
2. _____
3. _____

ACTIVITY 5.12 Identify three reasons you chose these geographical locations.

1. _____
2. _____
3. _____

If you need to relocate for a job in the future here are some tips to help you. You may not need this information now, but it could come in handy later.

Seven Initial Steps Toward a Long-distance Job Search:

1. Select the geographical area and the destination city in which you want to live.
2. Know the type of work you are seeking so that you can conduct a focused search.
3. Identify the activities that can be accomplished only by visiting the destination area.
4. Identify activities that can be conducted from your present location.
5. Do as much research and preparation as possible in your present location (the ideal would be to begin preparing six months before moving).
6. Use as many available methods of contacting potential employers as you can: letter, telephone, fax, e-mail, and in person.
7. Accumulate a list of at least 50 potential employers to contact. (See the following list of methods for doing this task.)

Twenty Ways to Identify Potential Employers and Opportunities:

1. Contact the Chamber of Commerce in the destination city for a list of employers.
2. Conduct informational interviews with employees in your present location who work for companies which are located in your destination city. Ask the local employees for referrals for informational interviews.
3. Obtain a copy of the yellow pages in the city you are targeting.
4. Call employers in the destination city and request brochures, annual reports, and other printed materials containing company information.
5. Contact your high school and/or college alumni association(s) for a list of people who live in the destination area.
6. Subscribe to the newspaper in your destination city. Read the business section and the want ads for opportunities.
7. Subscribe to regional magazines which provide information on topics and people of interest in the destination area.

8. Attend seminars or conventions in the destination area (or other areas) with professionals in your career field of interest.
9. Read trade journals in your career field.
10. *Polk's* city directories at the library provide the same information as a telephone book; they can be used when you do not have access to the yellow pages in the destination city.
11. Join professional organizations in your field of interest. (See the Encyclopedia of Associations in the library for a list of various professional associations.)
12. If you belong to a church or synagogue, see if any members have contacts with churches or synagogues in your destination city. Your minister or rabbi may be a good referral source also.
13. Use family, friends, and other members of your network to identify people for informational interviews in the destination city.
14. Contact state employment agencies in the destination city.
15. Contact temporary and permanent private employment agencies in the destination city or local firms with offices in your destination area.
16. Some cities have a Governor's Job Bank (or other job bank) with job listings of state government and universities.
17. Contact county and state government offices in the destination area.
18. Use libraries and library career centers for information. Ask the research librarian for assistance.
19. Athletic clubs, YMCA, YWCA and community organizations may be a source of contacts.
20. University professors and past supervisors may be another referral source.

Online Job Search Strategies

- Use search engines to include searches for job banks, job listings, job sites and job opportunities listed by location and careers.
- Use keywords on your resume to highlight your skills.
- Use jibber/jobber to track resumes you have sent out and jobs for which you applied.
- Use social media sites such as LinkedIn.

Tips for Job Seekers Using Social Media Websites

- **LinkedIn** – Search the jobs section by keywords and location. Search for employer contacts. Search previous employers and schools and seek recommendations to be included in your profile. Create a profile, include keywords in your resume, connect and network and use the answer section to ask and answer questions.

- **Twitter** – Use Twitterchats (live conversations) and learn job search strategies from jobhuntchat, H Chat and Careerchat. Network, find job leads, show your expertise and follow employers of interest.

SUMMARY OF MAIN POINTS IN CHAPTER 5

- ✍ The purpose of your job application and resume are to get you an interview and usually will be the first impression you make on the employer.
- ✍ If you mail your resume also send a cover letter with it.
- ✍ Networking and contacting people directly are more effective than sending out unsolicited resumes, posting resumes online, answering want ads and using employment agencies.
- ✍ When you are going to do a long-distance job search start early, do your homework and contact employers directly.

RESOURCES FOR RESUMES AND JOB SEARCHES

- ✍ For free resume templates – www.resumetemplates.org.
- ✍ Resume and cover letter examples – www.collegegrad.com.
- ✍ Monster.com – job search advice and many job search resources
- ✍ Indeed.com – searches multiple job sites at the same time.
- ✍ LinkedIn.com/jobs – search and research jobs and companies posted on LinkedIn.
- ✍ Vault.com – covers jobs in law, technology and finance. Has downloadable career guides.

In the next chapter you will learn how to communicate and answer questions well during a job interview. You will also learn questions that you can ask during a job interview and information about salary negotiation.

CHAPTER 6

EFFECTIVE STRATEGIES TO GET THE JOB YOU WANT: INTERVIEWING SKILLS

Chapter Objective: *To learn how to do well in job interviews. To learn how to answer questions, briefly communicate your talking points and make a good impression during the job interview. To learn some tips for negotiating salaries.*

The purpose of your job application, resume and cover letter were to get an opportunity to be interviewed for the job you want. This means you will need to continue to make a good impression. Be prepared to communicate and answer questions well. By asking relevant questions during the interview you can determine if this job and company are the right fit for you.

Multiple job interviews are often required for professional and higher level jobs. You will probably be competing with several other job candidates. The employer may narrow down the field to the top two or three candidates and then invite them to a final interview. Sometimes job candidates are asked to make a presentation or to demonstrate skills related to the job. The employer will then select the most desirable candidate and begin negotiating a job offer.

GENERAL TIPS FOR THE JOB INTERVIEW

- **Prepare.** Learn as much as possible about the company, its products, and/or services. If possible learn something about the interviewer. Research the job you are applying for and its responsibilities.
- **Be well groomed and dressed.** Understand the dress code in the field of work in which you are seeking a job.
- **Arrive a few minutes early.** Locate the company where you will interview. Don't be late. Be there a few minutes early, but not too early.
- **Be positive and enthusiastic.** Get a good night's rest and be "up" for the interview. Give the interviewer a firm handshake and a smile when you greet each other.
- **Be honest.** There may be information you don't want to share, but do not misrepresent yourself or the facts. Do not discuss personal problems, and avoid criticizing former or current employers.

- **Emphasize the contribution you can make.** Stress your qualifications, the skills you have that match the job criteria, and what you can offer in other ways. Communicate to your prospective employers the abilities you have that can solve their problems.
- **Write a thank-you note to the interviewer after the interview.** Express your appreciation for the interview, and restate your interest and the contribution you can make.

ACTIVITY 6.1 Name three mistakes you have made during past job interviews.

1. _____
2. _____
3. _____

ACTIVITY 6.2 What are three things you would do differently now?

1. _____
2. _____
3. _____

Now take a look at some commonly asked questions by job interviewers and some brief possible answers.

INTERVIEW QUESTIONS OFTEN ASKED, AND SUGGESTED ANSWERS



1. Tell me about yourself.

Find out what specific parts of your background are of interest. This is your chance to sell yourself. Present those aspects of your education and experience that make you a good match for the job. You can also come back with a question like, “Is there anything in particular you would like to know about me?”

2. What do you know about this company?

You should have already done your research on the company. State a few of the positive attributes of the company that impress you (e.g., industry trends, comparison to related companies, specific projects and/or needs of the company or department).

3. What are your strengths and weaknesses?

Emphasize two or three strengths that have helped you to succeed in other jobs. For example: “I am reliable and persevere when faced with a difficult task.” Always follow your general statement with a concrete example.

Any weaknesses that you mention should be positive ones. For example, you might say: “I tend to work longer hours than I should because of a strong work

ethic.” Always say what you’ve learned from this situation and also what you are doing to try to improve in that area.

4. What qualifications do you have for this job?

First try to find out what is most important to the interviewer. Find out what you will be responsible for accomplishing, and present yourself as a problem solver who can accomplish the goals of your job.

5. Why do you want to leave your present job?

Do not talk negatively about your boss or company. Your answer should reflect that the new company offers more challenge and a progressive use of your skills.

6. Why are you interested in this company?

This question is very similar to “What do you know about this company?” Give a few positive reasons based on your research of the company’s attributes. For example: “Your company is a leader in your industry, is highly competitive, and is also progressive.”

7. Where do you want to be a few years from now?

Find out what opportunities are available to you. If becoming a manager is a realistic goal and you aspire to be a manager, state this as an objective. If management is not a goal for you, let the interviewer know the type of contribution you would like to be making in a few years.

STUDENT COMMENT

“One of the major activities that helped me in this class was learning how to interview and be interviewed. This has always been a huge struggle for me. I learned how to overcome my anxiety and shyness about job interviews.”

—Sarah Nitchman

8. How well do you work under pressure?

Give a positive example of how you worked well under pressure in the past. Let the interviewer know that you can handle pressure situations.

9. Why should we hire you?

Tie your answer to the responsibilities of the job. Present qualifications that indicate your ability to solve job-related problems.

10. What are your salary expectations?

Tell the interviewer that the job and organization are most important, but that you would like to make as much as your experience can command. Then ask: “What did you have in mind?” Sometimes you can discover the salary range through research and informational interviewing. You want to avoid giving them a figure that is too high or too low. If you are eventually required to state a number, give a range.

11. How well do you work with others?

Let the interviewer know you can work alone and with others. If the job calls for you to work frequently with others, say that you are a team player. Give specific examples from your experience in paid jobs, classes or organizations.

12. What do you do in your spare time?

The interviewer may be trying to find out more about your lifestyle and how it will impact the job. Let the interviewer know you live a healthy, positive lifestyle which will not have a negative influence on your job. Say something about extracurricular activities, sports, hobbies, etc. (Don’t disclose too much.)

13. What were your biggest accomplishments in your last job?

Tell the interviewer about a few accomplishments, but give the impression that your greatest achievements are still to come.

14. What features of your last job did you like and dislike?

Try to tie in what you liked about other jobs with features that will be present in your new job.

15. What do you think of your last supervisor?

Think of something positive to say about your boss. Never criticize your current or former supervisor, or you may be perceived as someone who has difficulty getting along with others.

16. Can you take criticism?

Let the interviewer know that you can handle criticism without hurt feelings and that you appreciate and learn from constructive criticism.

17. What subjects did you like best in school?

The interviewer is probably probing to find out if there is a relationship between subjects you liked and the job responsibilities. If you're applying to be a journalist and loved math but hated English, the interviewer may wonder whether you are a good match for the job. Emphasize subjects that are related to the job for which you are applying.

18. What have you been doing during the periods that you were unemployed?

It's important to have a good reason for gaps in your job history. Let the interviewer know that you have been looking for a long-term career opportunity, not just any job. Emphasize the commitment you are willing to make and why you want to be part of this company.

19. How much work have you missed in the last year? What do you believe is an acceptable attendance record?

If you missed several days in a year, it is important to have a good reason and to make the point that this is not typical. Say you like to work, you are rarely ill and that it will be unusual for you to miss work.

20. Describe a tough, work-related problem you have faced.

Tell the interviewer how you typically approach a problem. Give an example of a problem and tell how you solved it.

21. How would you assess your past job progress?

The gist of your answer should be that you have continuously progressed. Give an example illustrating your progress, and let the interviewer know that you foresee greater accomplishments in the future.

22. What are your references like?

It is best to have letters of references from past employers. Express your belief that all of your past employers will give you good references.

23. What kinds of people are difficult for you to work with?

Emphasize your ability to get along well with others. You can say that people who are negative and who don't carry their part of the workload can be

annoying. You admire people who are positive and hard-working. (Be genuine with the answer.)

24. Why have you had so many short-term jobs?

If the jobs were a means to an end while working yourself through school, you have a good reason. You can also blame the changes on youth if appropriate. Emphasize the learning experience, the wide array of skills gained and your readiness for a long-term career opportunity such as this one.

25. Do you have any questions?

You should have a few good questions already prepared that will enable you to determine if you want this job.

ACTIVITY 6.3 After reviewing the questions and answers above get with a friend or classmate. Take turns practicing and interviewing each other. Choose to interview for a job which you know a lot about. Your partner should do the same. For this first practice session you can both look at the answers to these questions to help you, but try to put the answers into your own words. What you are doing is known as a mock job interview. Role playing is great practice and preparation for the real thing.

ACTIVITY 6.4 Make a copy and use the Interview Evaluation form below to provide feedback to your partner. You might add this after completion to your career portfolio.

JOB INTERVIEW EVALUATION FORM

Interviewee Name: _____ Date: _____

Interviewer Name: _____

Check each category that applies

Evaluation	Poor	Fair	Average	Good	Excellent
Body language					
Eye contact					
Job knowledge					
Job-related skills					
Communication skills					
Problem-solving skills					
Motivation					
Desire for the job					
Overall					

Talking Points

In an interview you want to do enough talking to get your points across and ask necessary questions. You don't want to overdo it. It is best to answer in sound bites which will

not take more than a couple of minutes. The ideal is about half the time you are talking and the other half you are listening.

It can help if you prepare ahead with some bulleted or talking points that you really want to express. Keep these brief and bring them into the conversation when they fit. It

STUDENT COMMENT

“Both practicing job interviewing and doing informational interviews outside of class was awesome. I enjoyed finding out what people do and how much they make and what all is involved in their job. I think it gave me a lot of perspective on what kind of job I want to look for when I graduate. These interviews definitely helped me in making my decision for my major and degree.”

—Tiffany Lavender

is best if these talking points are in your mind, rather than you looking at your notes. However, it is usually appropriate to take a few notes during the interview (but not many so you can maintain good eye contact) and you could have a few of them written on your notepad as reminders. It is good to have three to five talking points. Some of these will be answers to specific questions you are asked. Others can be brought in at the conclusion of the interview.

Here is an example. The interviewer says “Tell me about yourself.” See answer below.

- I enjoy challenges. For example, at my current job my boss asked for a volunteer to develop a major training program with a deadline of sixty days. I took on the challenge, completed it on time, and it was well received by our employees and management.

ACTIVITY 6.5 List three talking points that you want an interviewer to know about you.

1. _____

2. _____

3. _____



Now add these talking points to your career portfolio. There is a place for them in the Appendix in your portfolio section.

Now consider questions that you can ask during an interview. This is just to give you an idea of questions.

You will only use a few of these at most, and it is best to come up with your own questions to determine if the job is what you want. Many of these questions will not be needed until you are ready to interview for professional jobs.



QUESTIONS YOU CAN ASK DURING A FIRST INTERVIEW

You will usually be asked during a job interview whether you have any questions. This question is often asked near the end of an interview.

Ideally, you also will have had an opportunity to ask appropriate questions naturally throughout the interview.

It is considered appropriate for you to ask a few intelligent questions at the end of an interview when given the opportunity. Asking questions demonstrates your interest in the job and enables you to learn important information for presenting your qualifications. Your questions also can provide answers for determining whether the job and company are a good match for your skills, values and aspirations.

You can select a few of the following questions, or use them to trigger other questions you may prefer to ask an interviewer.

1. Have you had an opportunity to review my resume? Did it raise any questions that I can answer?

These are good opening or early questions. Do not assume the interviewer has read or remembers your resume.

2. Based on my research, I understand the role of this position to be (describe your understanding of the job). Is my perception of the role accurate? If not, ask for a brief job description. If so, ask for elaboration.

You should ask this question early, to determine which of your qualifications and strengths you should emphasize.

3. Is there anything else I can tell you about my qualifications?

This is an appropriate follow-up question after you have presented your qualifications for the job. You may learn which information the interviewer needs to answer his or her standard questions, i.e., “What qualifications do you have for this position?” or “Why should we hire you for this job?”

4. In your opinion, what are the attributes and skills of your most successful employees in the role for which I am applying?

This question implies that you are interested in being a success with this company. It can also provide you with information regarding the skills that are valued by the interviewer and also by the company as a whole.

5. Would you please describe what training your company provides during the first year? What opportunities are there for continued training and development after the first year?

This question indicates your level of interest in professional growth, and its answer will help you to determine the value this company places on training and development.

6. How will I receive feedback on my performance, and how often? What model or type of evaluation system is used?

Let the interviewer know that performance feedback is important to you because you value being successful with the company. Also, it is critical for you to know how your job performance will be measured.

7. What is the biggest challenge this company faces? Would I be able to play a role in meeting this challenge?

This inquiry will show you are interested in making a contribution. If you know the company’s greatest challenge, you can present yourself as a problem solver with the ability to make a positive impact.

STUDENT COMMENT

“The suggestions or answering common job interview questions was very helpful. I will definitely refer back to this chapter when I have my next job interview and will be better prepared than in the past.”

—Amanda Houghton

8. What is the company's primary mission?

This question will help you to determine much about this company's values, philosophy and goals.

9. In your opinion, which of your company's goals are most important?

This inquiry solicits information regarding the company's direction and what it is trying to achieve. The answer may provide you with an opportunity to let the interviewer know how you can help the company to achieve its goals.

10. What do you like most about working for this company? What is your greatest frustration?

This question may provide you with some pros and cons of working for this company. It can also provide clues regarding what the interviewer values.

11. What is your philosophy regarding the employee's role in this company?

This question assists you in determining how company employees are perceived and valued.

12. What is the company's philosophy regarding its customers or clients?

A company that does not value its customers will not succeed in the long term. Also, not valuing their customers may provide a clue as to how well—or how badly—their employees are treated.

13. Who are some of the primary clients and fellow employees with whom I would be working?

There may be people you know who can recommend you highly to these company employees and customers.

14. What do you believe is unique about your company?

By asking this question, you may gather information about the company's special features. This information is useful when comparing different companies.

15. What is the company's main marketing strategy?

If the company's marketing strategies are not sound, it probably will not experience long-term success and growth.

16. To whom will I report? What is her/his (or your if this is the direct report) title? Who is his/her (or your) manager?

It is important to know who the hiring authority is and the role this person and his or her boss plays in the decision-making process.

17. What is your management style?

You are trying to learn more about this manager's expectations and method of supervising. Without this information, how will you know if you want to work for this manager? If you do go to work for this manager, it is important to know how you will be supervised and evaluated. (Is his/her style participative, autocratic, or what?)

18. Could you show me where this position fits into the organizational hierarchy?

You are asking for an overview or picture of the organization's positions, chain of command, and where you will be positioned in the hierarchy.

19. Is this position new, or was a job vacated?

It is valuable to know if this position exists due to increased business, a promotion, a resignation, a termination, or another reason.

20. What have been some of the best results achieved by others in this job?

You want to be perceived as results oriented, and you need to gather information about the achievements that this company or supervisor values.

21. What aspects of this job do you consider most crucial?

This is another question that can help you to determine what the interviewer considers to be the most important aspects of the job. You can then emphasize how you are qualified to contribute to these significant job responsibilities.

22. Is there a written job description for this position? If so, may I have a copy?

A job description may provide you with additional details about the position and responsibilities. The more information you have regarding the job, the more effectively you can present yourself.

23. How many people have held this job in the last five years?

You are attempting to determine the amount of turnover in this job and whether there are any problems.

24. May I talk with others who have held (or hold) this position?

Do not ask this question unless the interviewer indicates that you are a strong contender who will be invited for another interview. Otherwise, save this question for a second interview. Valuable information about the job, hiring authority and company can be gleaned from informational interviews with people who are in (or have been in) the job for which you are applying.

25. What are the travel requirements in this job?

Determine whether the amount of required travel fits in with your lifestyle.

26. May I check back with you on _____ date?

This may be an appropriate question at the end of an interview if the employer has not indicated when you will hear from him or her. Sometimes it is valuable for you to take responsibility for the follow-up contact if you are interested in the position.

27. I was wondering about the steps in the interview process. Could you tell me a little about the process?

This is an appropriate question near the end of an interview so that you know how many interviews will be conducted, what is the next step, and when you can expect to hear back from a company representative.

28. Would you give me some feedback regarding your perception of me as a candidate for this position?

You are probing to discover what the interviewer perceives as your strengths and weaknesses for the position and whether you are a strong contender. If you can bring out any reservations or hidden objections, they can be addressed. Once hidden objections or reservations are expressed, you have an opportunity to overcome them.

APPROPRIATE QUESTIONS FOR SECOND AND THIRD INTERVIEWS



The following questions are usually not appropriate to ask in a first interview. Some of these questions may be appropriate in a first interview if the interviewer lets you know that you are the one he or she wants to hire. You can select the following questions that appeal to you, or use them to develop questions that are more appropriate for your particular interview situation.

1. What is the pay range for this position?

If you know the range, you will be able to suggest a desired compensation plan. If you ask for too much, the company may not be able to afford you. If you ask for too little, the interviewer may wonder if you are qualified for this particular position and may question your sense of self-worth.

2. Do you think more pay could be justified due to my particular experience?

You are probing to find out if the interviewer is receptive or open to negotiation.

3. Based upon my qualifications, don't you think \$_____ a year would be reasonable?

Before asking this question it would be advantageous for you to know the range. Be sure you are worth what you are requesting, and be prepared to support it with additional information about past accomplishments.

4. Can you tell me about advancement potential in this company?

If growth potential is important to you, this is a question you will want to ask.

5. Were any previous employees in this position promoted?

This is another question to determine advancement potential within the company. It is also important to know why people have left this position.

6. Is there anything that you can share with me about others who are being considered for this position?

If you knew a little about the background of your competitors, you might be able to convince the interviewer that you are a better match for this position.

7. Would you share a little about your background?

Rapport, chemistry and common ground are important factors in the job selection and are usually easier to achieve when you know more about the interviewer.

8. Is there anything else you need to know about me to make a decision?

This question offers the interviewer an opportunity to discuss reservations or areas where more information is needed.

9. Could you tell me something about your company's benefit package?

Benefits are equivalent to additional salary. A benefit package—which may include insurance, profit sharing, special bonuses, vacation, retirement, etc.—has monetary value and should be considered when comparing the financial package offered by different companies.

10. What type of growth do you project for the company over the next five years?

The answer to this question may help you evaluate financial opportunity, company stability, and advancement potential.

11. How often do opportunities for raises occur in this position and within this company?

This question may help you to determine your financial potential with this company.

12. I appreciate your offer. I can let you know by _____ date. Will that work for you?

It is advisable to take a little time to consider whether you want to accept the offer, negotiate, or turn it down.

If you did not get the job:

13. Can you provide me with some feedback as to why I was not selected?

This information may help you in future interviews.

14. Are you aware of anyone else who might need someone with my qualifications?

It is possible that the employer knows someone within or outside of the company who is involved in a similar job search for someone with your qualifications.

15. Would you keep my resume on hand for consideration if you have other openings?

You are letting the interviewer know that you are still interested in the company and are receptive to working for him or her. People react to not being selected in different ways, sometimes negatively, so it is important to indicate your interest in future opportunities with this employer.

STUDENT COMMENT

“This chapter is very important. In fact, it is so important that you could spend weeks just on this topic of interviewing for a job. Interviewing can be intimidating, but first impressions are everything. So getting it right is necessary. Practice, practice, practice is what I always say and this chapter gives you a heads and leg up.”

—Stacie Wollam

Source: Developed by Raymond Gerson. Based on *Effective Job Search Strategies* by Raymond Gerson. Enrichment Enterprises, 1996.

ACTIVITY 6.6 Now get with another partner to do a mock interview. Evaluate each other and provide feedback as before using the Employment Interview Evaluation Form. This time do not look at the answers, and pretend it is a real job interview. Remember to use your talking points and to ask some good questions.





TIPS FOR NEGOTIATING SALARIES

- Research typical salary ranges for the job you will interview for and determine the average salary. (See resources at end of this chapter.)
- Research the company to determine their typical salary range for this job. If you conducted an informational interview with someone familiar with this company this is one good way to find out.





- Know the least you will accept.
- Only discuss salary when you know the employer wants to make you an offer.
- Try to get the employer to mention a salary range first. If you are asked how much you are wanting you can reply, “What salary range did you have in mind?”
- When you know their range, suggest a range where your minimum is slightly higher than their minimum and your maximum is also a little higher than their maximum. For example, if their range is \$35,000 to \$40,000, you might suggest \$36,000 to \$41,000. Ask for more if you can justify your worth, but consider the overall opportunity.
- Ask about benefits which are also worth money. The benefits should also be factored into your decision.
- Ask about promotions and raises.
- Do not accept an offer immediately. Ask for 24 hours to think it over. Do let the employer know you are interested in the job and appreciate the offer.
- When you accept an offer also get it in writing.
- If you decline an offer do it respectfully.

SUMMARY OF MAIN POINTS IN CHAPTER 6

-  The purpose of a job interview is to get the job if you determine that you want it.
-  Research, preparation and practicing mock interviews can help you to do well during the job interview.
-  Asking some good questions of your own during a job interview is important to determine if you want the job.
-  Before negotiating salary do your research and only discuss salary when you know the employer wants to make you an offer.

RESOURCES FOR JOB INTERVIEWING TIPS AND SALARY NEGOTIATION

-  Job interviewing information – www.jobinterviewquestions.org.
-  Salary negotiation – www.salary.com.

You now know much more about your capabilities, how to research careers that are a match and ways to get the job you want. Getting the job is a big accomplishment, but it is not enough. You also want to be able to keep your dream job for as long as you want.

In the next chapter you will be learning ways to use online resources and social media to find the job you want.

CHAPTER 7

HOW TO USE SOCIAL MEDIA AND ONLINE RESOURCES TO FIND THE JOB YOU WANT

Chapter Objective: *To identify and properly use social media and online resources to find a job. To learn how to use these methods to position yourself to attract employers and recruiters for a job in the future-even if you are not currently looking for one now.*

Most of the best jobs are found through networking and people you know. Networking used to happen in the past through telephone and in person contacts. It was difficult to build a network of more than 100 -150 people through these methods. Social media and online resources have significantly increased your capacity to interact with thousands of people. You now also have access to people and experts who were previously difficult to reach by phone or in person.

Social media is a tool that offers job seekers and career changers a way to attract employers and recruiters to themselves. Long before you are looking for a job you can position yourself for your next one. This is especially the case after you have acquired some valuable work experience.

The principles of a successful job search still apply:

- Know yourself and the type of work you want
- Research and identify companies that have the right culture and jobs for you
- Know how to interview and get the job you want

What has changed are the tools available to you for networking and for communicating your personal brand or uniqueness. More than ever you can become like a magnet to attract the job you want. In this chapter we will cover how to use some of these tools for career success.

YOUR PERSONAL BRAND



Large companies become known for their brand and you can do the same. Your personal brand is the way you are perceived by others. This is something that you want to project and control instead of leaving it to others to define you. Your brand is a combination of your unique talents, skills, strengths, values, goals, passions and work purpose.

It is not possible to define your personal brand without self-knowledge. The good news is that in earlier chapters of this book you have already identified your personal attributes and the problems you want to solve. Now you want to communicate who you are, the populations you want to serve, the problems you want to solve and the results you can achieve. In this way you will create an online presence and will link your personal brand and your name. This will allow employers to know who you are and what you want to achieve.

EXAMPLE OF QUESTIONS TO ASK FOR IDENTIFYING YOUR PERSONAL BRAND

(and my answers)

1. What skills do you offer? College and career readiness.
2. What problem or need is most interesting to you? The need to provide an education that works for the 21st century job market.
3. Who is your target audience? High school and college students.
4. What result do you want to achieve? Help students to achieve school and career success.

EXAMPLE OF PERSONAL BRAND STATEMENT BASED ON THE ANSWERS ABOVE

“I inspire and teach high school and college students practical college and career readiness skills to help them succeed in school and in their careers.”

ACTIVITY 7.1 Please complete Questions to Ask for Identifying Your Personal Brand

1. What skills do you offer?

2. What problem or need is most interesting to you?

3. Who is your target audience?

4. What result do you want to achieve?

ACTIVITY 7.2 Example of Your Personal Brand Statement

Your online resume should reflect your personal brand and keywords of the skills and qualities that your desired employers are seeking. You want to be visible and easy to find online, but to project a positive image.

What not to Post Online

Consider everything you blog, tweet, or post online to be public information. This includes tagged photos of you by friends and anything others say about you.

Don'ts:

- Gossip
- Poor grammar and spelling
- Racial or discriminatory comments
- Sexual information or photos
- Illegal activities
- Negative comments about your job
- Negative comments about your company or past employers
- Damaging and inappropriate photos posted by you or others
- Partying or any information about drinking or using drugs
- Anything that paints you in a negative light

You can also use www.socialmention.com to monitor information about you as it relates to social media websites. You can use www.reputationonline.com to get a snapshot of your online reputation.

ACTIVITY 7.3 Go to these two websites to become familiar with them. Use the reputation online website to check and see if there is any information about you.

KEYWORDS AND ONLINE JOB SEARCHES

Job boards such as www.simplyhired.com, www.monster.com, www.dice.com, www.jibberjobber.com, www.collegerecruiter.com and others can be used to post online resumes and to search for jobs.

You can find the most job listings on job aggregator websites like www.simplyhired.com and www.indeed.com. You can also use job boards to read job descriptions about employment opportunities of interest. You can do this to find keywords used by these

employers which fit you. You can also use www.googlekeywordtool.com to find popular keywords. You can use cloud-generators to see a visual of keywords in a job description. You can use search engines to find several cloud-generator websites.

ACTIVITY 7.4 Go to one of the job boards listed above. Find and copy a job description. Then go to www.tagcrowd.com for an example of a cloud generator. Paste in the job description and click on “Visualize.” This will give you a visual representation of the job descriptors.

TIPS:

A good way to get the phone numbers and email addresses of people you want to contact is to call the company directly. You can also often find phone numbers and email addresses by checking the social networking profiles of employers. You can also use Google’s advanced search. Also, www.zoomInfo.com will let you do a keyword search by company, title, and other criteria. Many recruiters and companies search for potential hires through ZoomInfo. Make sure ZoomInfo has information about how to contact you.

ONLINE RESUMES

Your online resume should:

- Be shorter than your paper resume
- Look good on computer screens
- Use lots of white space and headers
- Have the most important information on the top (of the screen)
- Use a specific objective tailored to each job you are seeking
- Use a summary at the top with keywords
- Keywords should use the employers terminology. For example, lets say you are a good communicator with diverse groups of people and the employer is asking for “communicating across cultures.” Use their phrase since it is a skill you have.
- Show the value you bring
- Express your personal brand
- Show yourself as a motivated problem solver with a can-do attitude
- Include hyperlinks to your online profiles and online recommendations

You can use the following website to create your online resumes: www.eresume.com. You can also use search engines to find other online resume creation programs.

ACTIVITY 7.5 Go to the website listed above to familiarize yourself with them. Choose one of the web sites and create an online resume. Remember to use keyword resources previously mentioned and include the appropriate words in your summary.

TIP:

Some companies are no longer interested in resumes. Instead they want to learn about you through your web presence. The history of your work and education won't become obsolete, but the way employers want you to present it may change form. Many employers feel that they can learn more about you from your social media and other web sites and by using search engines than they can from a one or two page resume.

VIDEO RESUMES

Some employers like to see video resumes, especially if you are applying for a job which requires good presentation skills. If you create them they should be short. Another alternative is to create a slide show presentation using services like www.slideshare.com. You can also include some appropriate music with your visuals. You can use Youtube for creating videos. You can also upload your video to websites that are designed for uploading video resumes such as www.visualcv.com. You can also use search engines to find more choices for uploading video resumes.

SOCIAL MEDIA

You can use social media to communicate who you are, what you do and want and what you have to offer. Most of these services are free unless you choose to upgrade. This offers you an unprecedented opportunity to market skills, passions and value free of charge. Never before has there been an opportunity to easily reach such large numbers of people, employers and recruiters to present your value. Social media provides you with a means to position yourself to attract employers to you and to vastly expand your network. There are many social media websites to choose from and new ones are frequently created.

LINKEDIN

For job seekers and career changers most experts agree that LinkedIn is a must. It is the largest online network for professionals. It is the number one go-to-site for recruiters and for most employers who are seeking new hires. At the time of writing this chapter LinkedIn has over 100 million users and it is significantly growing every day. Once you link with people who you personally know and trust you will be connected to friends of your friends and their contacts.

SOME BENEFITS OF USING LINKEDIN:

- You can add your LinkedIn URL to your resume and to other places where you share information. Some experts advise not actually uploading your resume to LinkedIn, but to create interest in others seeing it.
- Hundreds of thousands of recruiters use it to find job candidates for job opportunities
- Recommendations from others can be placed right on your profile



- You can easily present your personal brand and value
- You can use the “Answers” section to acquire more expertise and to showcase your expertise
- There are thousands of groups on LinkedIn that you can choose from for membership
- You can network long before you want a new job
- You can find out what skills your competitors are marketing
- Easy to find people and employers
- You can add your resume, videos and slide shows
- It is a great research tool for learning about jobs and employers of interest
- You can get a personalized email signature
- You can link your web sites to LinkedIn
- You can link to “Lions”. These are very large connectors who will automatically accept your invitation to connect with them.
- If you are multilingual you can create a profile in another language
- You can connect to your other social networking sites
- You can use Google’s X-Ray Search to find people who are not in your network
- You can find former employees of companies you want to work for and then contact them with questions
- You can rearrange the order of your profile sections
- Students can use Career Explorer which helps them chart their potential career paths and helps them build a professional network pre-graduation

LinkedIn has added a special section for students which includes honors, projects, awards, courses, organizations, volunteering, etc. This can be found under “Edit Profile.” Look for the blue section called, “Add sections to reflect achievements and experiences on your profile”. Students can also include keywords under “Specialties.” You can emphasize your education, volunteer work or internships and part-time employment. Unlike Facebook and some of the other social media web sites you should use a professional looking photo. Use your full name and complete your profile.

TIPS:

1. Your keywords can go in several places on your profile including: Your headline, work experience, summary and specialties.
2. You can have a personalized URL. Go to edit by the URL that LinkedIn gives you. Then type your name where you see the words, “Your Current URL.” As an example, my personalized URL is www.linkedin.com/in/raymondgerson. If you have a common first and last name you may find that someone already has a URL with your name. If so you can try your name using a middle initial or name.

ACTIVITY 7.6 Go to www.linkedin.com and create your profile.

IMPROVING YOUR LINKEDIN PROFILE

ACTIVITY 7.7 Rate Yourself

Answer with T or F regarding your LinkedIn profile.

T (True) F (False)

- ___ I used a professional looking photo of myself.
- ___ I used a professional sounding headline that reflects who I am and what I can do. (You can edit your headline and make it up to 120 characters).
- ___ My summary is short, uses keywords and tells what is unique about me.
- ___ I included any relevant work experience.
- ___ As a student I emphasized my education and projected date of graduation.
- ___ I included a link to my website if I have one. (www.wordpress.com and several other sites are free).
- ___ My summary reflects my uniqueness and keywords related to my career of interest.
- ___ I included skills in the “Skills and Expertise” section.
- ___ I have or will ask for several recommendations.
- ___ I included my interests in the “interests” section.
- ___ I have or plan to join at least two groups or organizations.
- ___ I included a way for others to contact me.
- ___ I included keywords under “specialities.”
- ___ I remembered to use the blue section designed for students under “Edit Profile.”

ADDITIONAL TIPS

- Applications- You can incorporate blogs, slides and videos using www.slideshare.com or Google Presentations.
- Answer Questions- If you have expertise or knowledge related to your interests you can share it and help others. This is a way to become well known.
- Status- Update your status often.
- Look at the menu bar and familiarize yourself with “Contacts”, “Groups”, “Jobs”, “Companies”, and “More.”
- Job board- LinkedIn has its own job board which is also connected to the person who posted it.



- Look at profiles for others who work in your field of interest. Their profiles will give you good ideas for improving your own profile. Look at the groups to which they belong. Go to Company tab and read profiles of people who work at companies that interest you.
- Mobile applications- Use “Mobile” at bottom toolbar to find out about using applications with your smart phone.
- Use “Connections” to expand your network.
- Jobs Insider Applet- You can download this applet. You can see your personal connections tied to employers for jobs listed online with the different Job boards, etc.
- LinkedIn has a “JobInsider toolbar. When you see jobs posted online of interest this toolbar will show you the people in your network who work for that company. Then you can contact them.

OVERUSED KEYWORDS

At the end of 2011 LinkedIn mentioned in a blog that the following were the most overused keywords on profiles.

1. Creative
2. Organizational
3. Effective
4. Extensive experience
5. Track record
6. Motivated
7. Innovative
8. Problem solving
9. Communication skills
10. Dynamic

ACTIVITY 7.8 Look at your completed LinkedIn profile. If you used any of these words change them to something different.

LINKEDIN SUCCESS STORY

David Adwokat is a System Administrator who was laid off by his prior employer due to a reduction in force. He found a new job in three months. It might have been sooner, but he was looking for a new job during the Thanksgiving and Christmas Holidays. David told me that he gets an average of five calls a day from recruiters about job opportunities because of LinkedIn about even though he is not looking for another job at this time. He found his current job through a recruiter who found him on LinkedIn.

You can see his LinkedIn profile at www.linkedin.com/in/dadwokat.

Interview with David Adwokat about using LinkedIn and social media in general to find a job (before he found the new and current job). The person doing the interview was Davin Douma, my step-son.

In reference to LinkedIn

1. How long have you been using LinkedIn?
A. Eight Years
2. What do you use LinkedIn for?
A. Maintaining professional contacts.
3. Do you use other services of LinkedIn beyond your answer in number 2? (job related)
A. None for professional networking.
4. Have you referred potential employers to your LinkedIn page?
A. Headhunters use the source the most. They find me on it, I don't find them on it.
5. Has a potential employer asked if you have a LinkedIn Page?
A. Yes.
6. How long have you been looking for a new position?
A. About a month. (Did LinkedIn play a role in getting your last job? A: No. A friend hooked me up the same day I lost the job before that.)
7. Has LinkedIn generated any leads? If so, how many?
A. Not yet. This time of year (November and the holidays) is a bad time to be seeking new employment.
8. On a scale of one to ten (ten being the highest), how would you rank LinkedIn in assisting you in your search?
A. Six
9. What do you find useful in LinkedIn?
A. Groupings that are specialized and keeping in touch with recruiters. LinkedIn is where recruiters do all their work.
10. What do you find not useful?
A. Its limited to people you know. Limited by the connections you have. You need at least a hundred people on your lists for the service to be useful.
11. What advice would you give to a person considering using LinkedIn?
A. Would generally recommend its use. It applies mostly to professional people, not other areas of employment.

In Reference to social media in general

1. What role has social media played in your job search?
A. Its good at making connections. Its good at staying in touch. It's a good way for employers to find you.
2. Are you using any other social media sources?
A. No.
3. Do you use any job related sites (Monster, etc.)?
A. Monster, Dice, and Indeed.
4. How much time do you spend using job related social media?
A. Two hours a day.
5. How much time do you think should be spent on job related social media?
A. Enough time to generate feed back, however much time that is. There isn't a right or wrong amount of time.
6. What are the strengths of social media? (job related)
A. More people are contacting me about work than I am having to find them.
7. What are the weaknesses of social media? (job related)
A. Much more competition. Its hard to stand out in social media in a pile of hundreds of resumes. The jobs (you find) are a small category in comparison to the overall market.
8. Any interesting stories about using job related social media?
A. There's the story of the teacher who goes on vacation and has a picture taken on the beach. She in a bikini with a drink in her hand. The school fired her. That's why you have to keep your settings private.

Special advice or comments: Use GoogleVoice to set up phone numbers that are discardable. Do the same with email addresses. Discardable phone and emails make it easy to keep private things private.

Linkedin is easy to use and is frequently updated with additional features. Use it to expand your network and to build your personal brand. As you have seen from the information about Linkedin, it offers you numerous advantages for positioning yourself to get the job you want. If you build the right skills and reputation and continue to expand your network employers will find you.

TWITTER

In the beginning most people used Twitter to send out tweets about trivial activities. The use of Twitter has evolved and it has advantages for job seekers and career changers. You can network, find job leads, show your expertise and follow employers of interest.

SOME BENEFITS OF USING TWITTER

- You can position yourself as an expert in your field by the tweets you send out
- You can send out retweetable information
- You can micro-blog (140 characters or less) without starting a more time consuming blog on your website
- You can find out what is happening in your field
- You can build connections and expand your network
- You can access professionals in your career field
- You can create and build relationships that lead to jobs
- An active twitter account quickly helps you rank on Google
- You can call attention to your personal brand
- It is an open network and you can converse with more than just the people who are directly connected to you
- You can instantly find out when jobs are posted
- Employers and recruiters use twitter to find potential hires
- You can follow industry blogs and the accounts of companies where you want to work
- Twitter has a “Who to follow” link which suggests people who have similar interests



TWITTER OFFERS SOME SPECIFIC RESOURCES FOR JOB HUNTER

- You can learn job search strategies from <https://twitter.com/JobHuntChat> and other resources

ACTIVITY 7.9 Go to the website listed above to familiarize yourself with this services. Also consider signing up for a Twitter account if you have not already done so.

TIP:

You can use the following Twitter hashtags for your job search: #jobs, #recruiting, #jobadvice, #jobpostings, #jobhunt and #jobsearch.

FACEBOOK

Facebook is the largest social network and many people do not think of it as a tool for job seekers, but it definitely can be. It is true that your Facebook pages can get you fired or keep you from getting a job if they contain unprofessional or inappropriate information. But also keep in mind that a large percent of companies find new employees through referrals. Many referrals come from online networking websites such as Facebook. You can create a professional looking profile on Facebook which is consistent with your LinkedIn profile. Some experts believe that Facebook plans to create it's own job board soon.

BENEFITS OF USING FACEBOOK AS A JOB SEARCH AID

- It is the largest and fastest growing social networking web site
- You can set a google alert for keywords related to your career of interest
- You can promote your personal brand
- You can let your friends and network know what type of job you are seeking
- You can also share information with others which demonstrates your knowledge and skills
- You can start a public Facebook Fan Page for your industry to share resources
- Much of your network consists of personal friends who like and want to help you
- You can use Facebook's search tool to find groups to join or to use for networking and information
- Facebook is used by recruiters and hiring managers when looking for new hires
- You can go to company websites through Facebook and leave comments and ask questions
- You can connect with companies and then read comments on their Facebook wall which provides you with insights into the company
- You can connect with employees of the companies where you would like to work
- You can use Facebook to advertise for the job you want
- You can use www.simplyhired.com if you log in with Facebook to search for jobs and browse friend's companies.

ACTIVITY 7.10 Start a professional looking Facebook account.

TIPS:

Do an online search for how to link your Facebook and LinkedIn accounts.

ACTIVITY 7.11 Go to www.monster.com to find out how it can help job seekers.

As you have learned in this chapter, the internet provides valuable and cost effective job search opportunities through online job resources and social media. New online resources are being created almost every day. A combination of offline and online job search methods can be used for maximum effectiveness, but an online presence is necessary to appeal to recruiters and employers in today's job market. Use the tools wisely to promote your brand, to expand your network, to keep your skills and knowledge up to date and you will communicate your value to potential employers.

SUMMARY OF MAIN POINTS

- ✎ Most of the best jobs are found through networking and who you know.
- ✎ Social media and online resources can significantly expand your network.
- ✎ Social media offers you a way to promote your personal brand and to attract employers and recruiters to you.
- ✎ LinkedIn is the number one professional network for job seekers, but Twitter, Facebook and other social media web sites can also be effectively used to find jobs.

RESOURCES FOR CAREER EXPLORATION (NOT PREVIOUSLY MENTIONED IN THIS CHAPTER)

- ✎ The Ladders - www.theladders.com. This is a job board aggregate web site.
- ✎ Career Jet - www.careerjet.com. This is also a job board aggregate.
- ✎ Top USA Jobs - www.topusajobs.com. This website lists opportunities to apply directly to company employment sites. Non-career specific websites that might be helpful.
- ✎ Flickr - www.flickr.com. Online photo management and sharing application.
- ✎ Pinterest - www.pinterest.com. This is a content sharing service that allows members to pin images and videos on their pinboard. It includes social networking features.
- ✎ Tumblr - www.tumblr.com. Free blog hosting platform offering professional and customizable templates, photos and social network integration.

In the next chapter you will be learning how to become an expert in your career field and a master of your profession.

CHAPTER 8

HOW TO BECOME AN EXPERT IN YOUR CAREER FIELD

Career Objective: *To learn the most effective learning practices, to learn how to practice for maximum skill development and how to bring out your potential to achieve mastery in your career field.*

Once you have determined a career goal and purpose that you feel passionate about then preparation for this vocation will be the key to your success. Your formal education and taking the right courses in school are one step in this direction. Obtaining a certificate or degree is another step forward. The knowledge and skills which you accumulate during your school years plus an appropriate credential are to help you get in the door to your professional career. This is just the beginning of your journey on the way to becoming an expert in your career field. There may be additional credentials and training that you will need after you start working.

Even more important than knowledge is acquisition of skills needed to apply your knowledge. Skill development will require practice, and a lot of it, over a prolonged period of time.

Employers are looking for problem solvers who can think critically and creatively. They want employees who know how to learn fast and effectively, adapt to change and who will get the job done well.

Within each of us is an innate drive to express our uniqueness, to grow and transform and to be good at something. With intelligent machines projected to replace many workers, just being good at your job may not be enough to keep it. To stay competitive and in demand you will need to know the best ways to learn and keep learning, to use the best methods of practice for developing excellent skills and how to achieve expertise and mastery in your career.

No one is born with great skills. They must be learned and developed. No amount of talent by itself will be enough to become one of the best in your career field. Many hours of effective learning and the right type of practice will be necessary to support your talent, to hone your skills and to bring out your full potential.

ASSESSMENT ABOUT LEARNING PRACTICES

ACTIVITY 8.1 Answer the following questions with either True (T) or False (F).

1. ___ I cram for exams instead of spreading out my study of a topic over time.
2. ___ I believe for the long-term it is easier to remember easy lessons than it is to remember difficult material.
3. ___ I think it is better to study one topic only during a study session, not to study more than one topic or subject.
4. ___ I think rereading of material is a superior way to learn compared to self-testing with flashcards or essay questions.
5. ___ I think trying to solve a problem before I fully know the solution is a waste of time.
6. ___ When I study new material I usually do not ask myself how it is similar to something I already know.
7. ___ I rarely read a paragraph and then explain it to myself in my own words.



These questions are based on ideas from the book, *Make It Stick: The Secret of Successful Learning* by Brown, Roediger and McDaniel.

True answers to these questions are incorrect and indicate less effective learning practices.

LEARNING HOW TO LEARN

We are living in a time of rapid change. Knowledge and skills can quickly become outdated and there is much to learn if you are going to keep up with what you need to know and do to remain an expert in your field. This is why knowing how to learn is so important. Those who can learn faster and better have a distinct advantage in today's job market and are more likely to be the ones who are in demand.

So make a commitment to life-long learning. Other wise you can fall behind. It is not enough to obtain a college degree and then stop learning.

Fortunately, there is much that is known about best learning practices. With the advanced technology that we have today scientists have been able to study how our brains learn. Research studies have demonstrated that some learning strategies are much more effective than others. Lets take a look at a few evidence-based learning strategies that you can use not only to succeed in school, but these strategies can help you to continue learning effectively throughout your career and life.

The first strategy is retrieval-based learning in which you frequently test yourself and try to retrieve information that you have read, heard or studied. What follows is an article that I wrote on this subject.

RETRIEVAL LEARNING PRACTICE FOR STUDENT SUCCESS

When I was in college I decided to try self-testing to see if it would improve my grades. I created my own practice quizzes and answered the questions before I was tested on the material by my professors. The result was that my retention of material and grades improved. I also forgot less information over a semester compared to how I was doing before.

There are now many research studies which have demonstrated that self-testing is a powerful and effective method of learning. In the book, *Make It Stick: The Secret of Successful Learning*, the authors review numerous research studies that validate the effectiveness of self-testing or “retrieval learning practice” for students. Self-testing can take the form of flash cards, creating practice quizzes or writing summaries of the main ideas.

Self-testing is a retrieval practice for recalling facts and ideas from memory and is a more effective strategy than re-reading according to many studies which are referred to in *Make It Stick*. Retrieving information strengthens memory and interrupts forgetting. It strengthens neural pathways and makes it easier to recall the information in the future. The learning is deeper and more lasting. The other advantage of self-testing is that students can identify what they do not know or have forgotten. It gives students a realistic picture of what they remember and understand about the material so that they can improve.

In addition to encouraging students to do their own self-testing, educators can give practice quizzes and/or frequent short quizzes as part of their grade. One college professor who was mentioned in *Make It Stick* was in the habit of giving students only a mid-term and final exam during the semester. He was dissatisfied with overall student attendance and grades. This professor decided to try a different approach and he replaced the two major exams with quizzes every week. Student attendance, grades, retention and understanding of material increased significantly.

One study cited in the book was done with an eighth grade science class. One group of students reviewed all of the course material three times during the semester. The second group of students were given low-stakes quizzes with feedback three times during the semester. The first group of students averaged a C- in the course. The group of students who took the low-stakes quizzes averaged an A- in the course.

Retrieval-based learning is something that you can put into practice immediately. You can write terms and questions on one side of flash cards and answers on the other side. You can take them with you and practice remembering during free time and you can also let your friends use them to test you. You can also create multiple-choice quizzes and essay questions. For example, write down the three most of the important ideas you learned in class or from the text book. In the evening before going to sleep take ten to fifteen minutes to recall some of what you learned that day.

Many research studies have demonstrated that retrieval practice is one of the most effective strategies for learning. It has proven to be superior to rereading a chapter several times.



ACTIVITY 8.2

Do the following to retrieve information you have learned in this chapter:

1. Create ten flash cards with questions on one side. Then recall and write the answers on the other side.
2. Create a ten question multiple choice quiz on what you have read in this chapter and then later take the quiz.
3. Write what you remember and believe were the three most important points.

Other Ideas Based on research covered in *Make It Stick*:**ELABORATION AND SELF-TEACHING**

Another powerful learning strategy is to teach yourself and others what you are learning and to put it into your own words. Read a paragraph or two in your text book and then explain it out loud to yourself or to someone else. How would you teach what you learned in simple words to a very young person? This forces your mind to pay attention and to try and retrieve what you have been reading. When you teach anything then you learn it better. Every time you teach yourself or others you are reinforcing the lessons and imbedding the information into your long-term memory.

If you have difficulty paying attention to what you are reading you can read out loud while getting up and moving around. One student would pretend she was a brilliant professor as she moved about, read the text out loud and explained it to herself while speaking with different accents. It might sound silly, but it helped her to pay attention and to stay interested rather than getting bored.

Another approach is to write to learn. You can read a paragraph or two and use annotation. Write brief explanations of what you have learned in your own words.

Activity:

Take a couple of paragraphs from this chapter and explain them out loud to yourself in your own words. In a classroom you can find a partner and practice teaching each other.

Interleaving

Interleaving is a practice of mixing and alternating different subjects when studying. For example, instead of spending two hours studying English you can study English for 30 minutes followed by History for thirty minutes and then back to English, etc. The research studies have found that learning is enhanced by interleaving subjects.

Activity:

Be like a scientific explorer and try this with two or more subjects. Compare the results of interleaving with those you get when only studying one subject at a time. Then do what works best for you.

Spacing

It is more effective to study a subject an hour a day for four days than to study it for four hours in one day. This is also true if you study for fifteen minutes a day for four days instead of an hour one day. In other words, by spacing out your study sessions over time you will learn and remember more. You start forgetting and then retrieve the information so that you are actually interrupting forgetting. Overtime this strengthens neural connections and your memory. This is the opposite of cramming everything for a day or two. The problem with cramming is that overtime most of it will be forgotten even if you do well on the test. The problem with that is you will not have the information to apply later in your career. What good is a college education if you forget most of what you learned.

ACTIVITY 8.3

Try shorter study sessions over a period of time. You can also follow these study sessions with short breaks. Retrieval practice works best when you try to recall the same information several times over a period of time.

The following is a summary of several of the powerful learning practices that we have discussed. These are covered in greater detail in the book, *Make It Stick*.

STUDY AND LEARNING TIPS SUMMARY AND MORE

1. When reading a textbook start with questions and read for answers. This brings purpose and focused attention to the reading.
2. Study sessions which are spread out over time, varied and which alternate the study of more than one subject are more effective.
3. Reflection is a retrieval practice. You can ask yourself what did I do or learn and how did it work out?
4. Elaboration can be used and you can ask yourself what would you do different next time. You can also elaborate and teach yourself lessons from the text in your own words. This is a form of self-teaching and I have found that it works best if students do it out loud.
5. Recalling information is better than looking up the answers. First you should try to recall the answers without looking at the textbook.
6. Slower and effortful retrieval leads to long-term learning.
7. Retrieval learning enhances metacognition and complex thinking.
8. Correct answers need to be provided to students after retrieval practice and testing. Students need to know how they performed.
9. Underlining, highlighting and re-reading do not use retrieval practice and are less effective as study strategies than retrieval learning practice.
10. Effortful learning changes the brain and increases the capability of students.

11. Read and pause to ask: What are the key ideas? What ideas are new for me? How do I define them? In what way are these ideas related to what I already know?
12. Make your primary study strategy self-quizzing. This could be using flash cards, multiple choice quizzes or essay questions.

ACTIVITY 8.4 Answer the following true or false questions with a T or F:

T or F

1. ___ To become an expert in my professional career will probably take years of practice.
2. ___ When I get my college degree I will be an expert in my career.
3. ___ More credentials and training are likely to be necessary after I start my career.
4. ___ The ability to do is even more important than to know. Skill trumps knowledge alone.
5. ___ Knowing how to learn is more important than ever in the current job market.
6. ___ Employers want employees who can memorize lots of information, not problem solvers.

Answers to the previous questions come later in this chapter.

The Importance of Right Type of Practice

All types of practice are not equal for producing the best results. Just practicing by doing something a lot will not by itself lead to becoming an expert or high performer. For example, many people having been driving a car for years and yet they do not keep improving. In the beginning we do improve our driving skills, but after awhile our driving relies on automatic skills. Without consciously practicing to improve our driving skills our progress plateaus and stalls. This is not only true with driving, but in other areas as well.

It is true that becoming an expert at any worthwhile endeavor will most likely take many hours of practice, but a lot of time spent without the right type of practice is not enough.

Anders Ericsson is an expert on how to develop expertise. He is a cognitive psychologist who has devoted over thirty years to studying elite performers – the best in their fields – in many different disciplines. For example, Ericsson has studied musicians, memory experts, great athletes, chess players, ballerinas and more. In the book, *Peak: Secrets from the New Science of Expertise* by Anders Ericsson and Robert Pool, the authors share results from many of Ericsson's research studies.

Dr. Ericsson discovered that all of the elite performers in different fields who he studied and anyone who wants to significantly improve at anything – follow a similar set of principles in their practice or training sessions. He describes what he calls, “Purposeful Practice” and “Deliberate Practice.” Both are the same except that deliberate practice requires a mentor or coach and a subject which has a well established criteria

for success in that field or discipline. In other words, it is known exactly what an elite performer must be able to do in that discipline and what it will take to try and get there. Purposeful practice can bring about significant improvement and expertise, but deliberate practice is needed to become among the best in the world at what you do.

Before we examine Ericsson's principles of purposeful practice consider how purposeful are your practice sessions when you are striving to develop new skills.

ACTIVITY 8.5 Rate yourself below by checking what is true:

1. ___ When I am learning new skills and trying to improve I set definite goals.
2. ___ I schedule regular practice sessions for at least several times a week.
3. ___ I follow my schedule of practice consistently and most of the time.
4. ___ I break my goal into small, specific and measurable steps.
5. ___ I am able to focus on my goal and on what I am doing during practice sessions.
6. ___ I observe and know where I am in relation to my goal.
7. ___ I observe and write down my progress toward my goal.
8. ___ I stretch beyond what is comfortable and do not take the easy way out.

Total score for your practice sessions

Purposeful Practice

According to Ericsson purposeful practice consists of the following four principles of practice:

1. **A well-defined goal.** You must have a specific and measurable goal. This requires a plan of action and breaking your goal into a series of small steps. Both the goal and steps should be measurable so that you can tell when you are making progress.
2. **Focused attention.** You must focus on your goal and not split and divide your attention. You need to focus on the task before you and be fully present in the moment.
3. **Feedback is needed.** It is ideal if you have a coach or mentor, but if not, you can use your own observation and take notes to measure your progress and results.
4. **Stretch your comfort zone.** Push yourself some, but not too much beyond your comfort level. You are trying to keep doing a little more than you have done before.

Lets look at an example of how these principles might be applied. Lets say you want to improve your basketball skills. There are many skills that you could work on such as rebounding, dribbling, passing, three point shooting, layups, etc. Lets say you are a 50% free throw shooter. You average sinking five free throws out of every ten shots and you want to improve to become an 80% free throw shooter.



Goal. You can start with a step to improve to a 60% free throw shooter even though your long-term and ultimate goal is to average 80%. You schedule practice sessions and begin working to improve your free throw shooting. This is an example of a well-defined goal which you have broken into small steps. After you are consistently shooting 60% you can go for 70% and continue until you achieve your goal of 80%.

Focus: You eliminate distractions such as your cell phone during practice sessions. You concentrate on basketball and try to forget everything else at that time.

Feedback. You use your observation skills and later take notes about how you are doing. Take note of how many shots out of every ten go in. Also notice what in your practice sessions is helping you the most. For example, you might find shooting in front of the free throw line and then gradually moving back to it improves your shooting. Do more of what works and less of what is less effective.

Stretch your comfort zone. Try to do a little more than you could do previously. Remember, “no pain, no gain.” Keep raising the bar in small increments. Use the principle of Kaizen. This is a Japanese word which means small incremental steps to continuous improvement.

ACTIVITY 8.6 Think of a goal you want to achieve. What skills will you need to develop?

Fill in the following:

1. **Goal:** My well-defined goal is: _____

2. **Focus:** I will eliminate the following distractions when practicing: _____

3. **Feedback:** I will observe and take notes on the following: _____

4. **Stretch:** I will push a little harder in these ways or areas: _____

APPLICATIONS OF PURPOSEFUL PRACTICE AND 10,000 HOUR RULE

These purposeful practice principles can be applied to any goal and this can move you toward becoming an expert in your chosen career field.

You may have heard the term “Ten thousand hour rule.” The idea is that it can take about 10,000 hours to master what you do. Dr. Ericsson says this is a misinterpretation of his research results and that it is not a rule. He says it varies how much time is needed from one domain to another. For example, it may take a little less than 10,000 hours in one field and a lot more in another. He found that to become an elite violinist who plays solos in a professional orchestra takes an average of twenty years. This takes much more than 10,000 hours of practice. Typically 10,000 hours will take about ten years unless one has many hours a day to devote to the practice sessions.

What is true is that it will take many hours of practice to become an expert and this must be the right type of practice (as we have discussed) for best results. In his thirty years of studying elite performers Ericsson did not find anyone who used only “natural talent” and needed little practice. Those who demonstrated superior talent at an early age only became top performers if they also practiced purposefully and deliberately for thousands of hours. Talent alone did not get them there.

ACTIVITY 8.7 Think of another skill or set of skills that you want to develop for your chosen career goal. List three obstacles that you might have to overcome and how you will handle these obstacles:

Obstacles:

1. _____
2. _____
3. _____

Solutions:

1. _____
2. _____
3. _____

APPRENTICESHIPS, MENTORSHIP AND INTERNSHIPS

During your formal education and in the early years of your career it is very helpful to be an apprentice to a great mentor. This does not necessarily mean a formal apprenticeship as in the trades, but an opportunity to get hands-on experience from an expert in your chosen career field.

While in school take advantage of internship opportunities and once in your career seek out a mentor or even more than one mentor. It should be a mentor who you aspire to be like, that is you want to learn the best of what this expert knows and can do.

Many people are willing to serve as a mentor if you are sincere, passionate about your career and willing to take advice. Choose a mentor who is willing to give you constructive criticism and will show you how to improve. You want tough love, that is someone who can be tough when needed, but who really cares about you and your progress.

According to Robert Greene, author of the book *Mastery*, most masters or experts passed through an apprenticeship period of 5-10 years while they were developing their skills. It usually takes that long to accumulate 10,000 plus hours of practice. These early years in your career are critical because they can lay the foundation for a lifetime of success or failure. The wrong mentor can do harm and the right mentor can do a lot of good for you.

Look for a career opportunity that will offer you the greatest possibility for learning and practical knowledge which you can apply. According to Greene,

the goal of an apprenticeship isn't money, job title or status. You want to challenge yourself and not choose the easier or more prestigious path. Greene believes, and I agree, that between two career choices you are wiser to choose less money at first if it will result in the best learning experience. If you learn a lot and become an expert in your field, then there will be many years in which you are likely to do very well financially. During this intense learning period or apprenticeship you will be observing your mentor, modeling their skills and then practicing these skills over and over again. This will lead you to mastery and expertise. One day you will probably be better than your mentor and will use and continue to build your skills in your own unique way.

ACTIVITY 8.8 Finding a Mentor

Answer the following questions:

1. What kind of mentor and apprenticeship do you want? _____

2. What ideas do you have for finding and approaching a mentor? _____

3. What is an example of a skill that you have already developed through lots of practice? _____

MASTER OF ONE VERSUS JACK OF ALL TRADES

One more important point made by Robert Greene, author of *Mastery* is that those who learn skills from more than one discipline and combine them in creative ways will be in demand for good jobs. This does not mean that you should not go deep into your chosen career field, but some skills from other disciplines can also be valuable. For example, let's say you are a training specialist for a company. You have developed your speaking and training skills. Let's say you also have sales skills which you learned in a previous job. Your sales skills and knowledge about the art of selling can make you a better trainer because you will be better at selling yourself and ideas during your training sessions.

That being said, some people become jacks of many trades and masters of none. Others go deep into a particular career field and become a master of that one. Is it better to become an expert in a specific career or to know a little about many careers? Both approaches have advantages and disadvantages, but in today's job market most of the better jobs need people who are capable of becoming experts in their field.

Going deep into a particular career that suits you is likely to bring you both intrinsic and extrinsic rewards. By becoming an expert or master in your field you will increase the possibility of making a positive difference for others. Employers are not looking for employees with shallow knowledge or average skills. Customers are not



interested in purchasing products or services from entrepreneurs who lack expertise in their field. This is why going deep into a specific and well-suited career will offer you many advantages.

ACTIVITY 8.9

1. What are some skills I have or want to develop that can be combined in a career? _____

2. What is a career that I would like to go deep in and master and why? _____

GOING DEEP

Earl Nightingale, known as “The Dean of Personal Development,” used to encourage people to devote one extra hour a day studying about their field. He said if you do this you will probably become an expert in your field in five years. That one hour per day will add up to 1,825 hours in a five year period. This amount of study can make a major difference in your level of knowledge and expertise.

Recently I witnessed a good example of someone who went deep into one line of work, and although still very young, he was on his way to becoming a master of his trade and craft. My wife and I needed a plumber to come to our house and fix a leak.

Two men arrived to fix the plumbing problem. One was a young man who looked like a teenager, but he was 26 years old. The other man appeared to be in his late 30s or early 40s. I assumed that the younger man was there to learn about plumbing from the older one, but I was mistaken. The younger man owned the plumbing business and he was teaching the older man how to become a plumber.

The young man began working in the plumbing business as an apprentice at the age of 18. Now at only 26 he was about to get his Master’s Plumber License. He had decided to go in depth in the field of plumbing and was fast becoming an expert already. He told me that his friends had been jumping from one career to another every couple of years. They were not doing well financially and felt unsuccessful at any work they had tried. The young man said that going deep into one field had paid off for him. When I received the bill for his services I realized that it had paid off indeed.

This story is just one example of the value of going for depth of knowledge and skill in a particular field of work instead of going shallow in many different areas.

You can probably think of examples of people you know or know of who have become experts because they focused their attention on attaining deep knowledge and skills in their career field. This is not to say that one cannot become an expert in more than one career, but it is unlikely to happen in a large number of dissimilar careers. It is easier to gain expertise in other careers that are similar enough for you to use some of your transferrable skills.

Remember: Once you have realized the type of work you were designed for and you have chosen a suitable career then you can prepare yourself for it. Preparation might include getting the necessary education and credentials, training and skills, extra studying on your own, mentoring or coaching if needed and more practice and experience once you are working in your career. You might find hidden treasures and rewards by going deep.

In the book, *Think and Grow Rich* by Napoleon Hill, he tells the true story of a man who owned a gold mine. After a few years of digging and not finding any gold the man gave up and sold the mine. The new owner dug three feet deeper and struck gold and became wealthy. Like digging for gold in a mine you can go deep into your career field, achieve expertise and reap the rewards that await you.

ACTIVITY 8.10

1. Think of two people who have gone deep into a career. Describe the results that they are experiencing? _____

2. Think of two people who know a lot about different jobs and subjects, but who have not gone deep into one. Describe the results that they are experiencing. _____

DEEP WORK

Your Success and Future Depends on Developing this Diminishing Skill

There is an ability that students need to develop to be successful in college and it is critical for your career success. This ability is referred to by author Cal Newport as “Deep Work” and he discusses it in detail in his book, *Deep Work: Rules for Focused Success in a Distracted World*. Deep work requires the capacity to intensely concentrate or focus on a difficult task or project for a sustained period of time without interruption and distraction. One cannot do deep work without developing the skill of intense concentration. People in every field have performed deep work in order to produce work of extraordinary value.

Most of the good jobs that are interesting and pay well will require the ability to learn quickly and effectively. This process of quick and effective learning must be applied again and again throughout one’s career because of the rapid changes taking place in the 21st century job market. To learn complicated and challenging jobs and to produce work of high quality and value will require the ability to do deep work.



According to Newport, the capacity for intense concentration is diminishing and becoming a rare ability at the same time that the demand for this skill is increasing. Students who develop this skill can set themselves apart from the majority of their peers and increase their competitiveness for the best jobs.

The value of deep work is also supported by the research we discussed earlier by Anders Ericsson, author of *Peak: Secrets from the New Science of Expertise*. Ericsson discovered that those who become experts and the best in their fields put in long hours of what he calls “deliberate practice.” You probably recall that one of the characteristics of deliberate practice is to intensely focus on a goal for the purpose of improving one’s performance in a chosen domain whether it is chess, music, science, sports, etc.

With intelligent machines projected to take over more jobs, workers will need to produce their best work and become experts in their career fields to avoid being replaced and this will take depth and focused attention to do deep work.

Many students are spending hours multi-tasking and doing shallow work such as texting, emailing, talking on the phone with their friends, checking likes on Facebook and studying while glancing at their phones and social media pages. Their attention is often divided and scattered. According to Newport, “Spend enough time in a state of frenzied shallowness and you permanently reduce your capacity to perform deep work.”

Students need to be encouraged to reduce the amount of time that they spend multi-tasking and doing shallow work. They need to set aside uninterrupted periods of time without distractions to practice focusing on one challenging task at a time. Otherwise, the work that they produce will be easy to replicate and they can be easily replaced in the workforce by low-skilled workers or machines. On the other hand, those who develop the skill for intense concentration and deep work will be in greater demand and are more likely to thrive.

ACTIVITY 8.11 Questions for Student Discussion or Reflection

1. What activities are you doing that might be reducing your capacity for deep work?
2. How much time per week do you spend doing shallow work and multi-tasking?
3. What is an example of when you did deep work and focused on one difficult task or project for a long time without interruptions or distractions? What was the result?
4. What are you willing to do to create more uninterrupted and less distracted time so that you can practice deep work and increase your ability for intense concentration?

ANSWERS TO THE QUIZ IN THE FIRST ACTIVITY IN THIS CHAPTER

T or F

T— 1. To become an expert in my professional career will probably take years of practice.

F— 2. When I get my college degree I will be an expert in my career.

- T— 3. More credentials and training are likely to be necessary after I start my career.
- T— 4. The ability to do is even more important than to know. Skill trumps knowledge alone.
- T— 5. Knowing how to learn is more important than ever in the current job market.
- F— 6. Employers want employees who can memorize lots of information, not problem solvers.

MASTERY

In the book, *Mastery* by Robert Greene which was previously mentioned, the author gives examples of famous and unknown people who achieved mastery in fields that captivated their interests. These people discovered a “calling” or “mission” by following their inclination toward a particular subject that allowed them to express their uniqueness. It is natural to seek a career that allows this inclination to come out in full-force so that we can shine.



I have a brother who loves to express himself through art. From a young age he was frequently drawing pictures. Later in life he discovered a variety of ways to make a living through art by sign painting, doing tattoo art and by drawing, painting and creating sculptures. His inclination toward art was so strong that he refused to work in any career that was not art-related.

I believe that each of us has an innate drive to express our voice. This does not mean everyone is called to write or to be a public speaker or singer. Everyone including carpenters, scientists, musicians, nurses and engineers can express their unique gifts and master the skills needed in their career field. This seed of our uniqueness wants to expand so that we can use our full potential. Greene says, “Your life’s task is to bring that seed to flower, to express your uniqueness through your work.” There are likely to be obstacles, social pressures and twists and turns to overcome to fulfill your quest and journey.

You do not have to be a genius or superbly talented to achieve mastery. Knowing how to learn effectively, right practice, intense focus and doing deep work can result in your becoming a master and expert in your field.

ON BECOMING AN EXPERT

You have learned about the value of performing many hours of the right type of practice such as purposeful or deliberate practice. You learned about the importance of an apprenticeship phase and choosing an appropriate mentor. And you now know some of the most powerful and effective ways to learn. You also know how important it is to commit to life-long learning and to develop a growth mindset.

Your life can be a self-improvement journey. The greatest prerequisite for mastering your profession is self-mastery. You can continue to grow, to develop your character and to transform yourself into the type of person you want to be. Then, not only will you become an expert in your career field, but also a fine human being with a vocation which is deeply connected to who you are as a person. Then your life will be a blessing for yourself and for all of those who come within your sphere of positive influence.

SUMMARY OF MAIN POINTS

- ☞ All types of practices are not equal. Purposeful and deliberate practice bring proven results.
- ☞ After graduation an apprenticeship period and mentorship can provide the foundation for becoming an expert.
- ☞ During the apprenticeship period the best career choice is the one where you can learn the most. Deep Work is how you can produce the most.
- ☞ Learning how to learn is one of the most important strategies for the 21st century job market. Retrieval practice, elaboration, interleaving and spacing are effective learning strategies.

RESOURCES

- ☞ 7 Steps to Becoming an Expert in Your Field - Entrepreneur <https://www.entrepreneur.com/article/238404>

In the next chapter you will learn how to create your own business. Even if you do not desire to become an entrepreneur now, it may interest you in the future.

CHAPTER 9

SELF-EMPLOYMENT FOR GREATER FREEDOM AND CONTROL

Chapter Objective: *To determine whether or not you want to be self-employed and to acquire information for starting your own business if you make that choice.*

Do you want to be your own boss? Many people desire the freedom, independence, control, flexibility, creativity and financial potential that is possible with self-employment.

Hundreds of thousands of new businesses are started every year and small businesses account for most of the jobs that are created. Most of the great innovations have come from entrepreneurs and small businesses. As an entrepreneur you can choose to work alone or to hire employees. You can choose between starting a home business, buying and owning a franchise, working as an independent free-lance contractor/consultant or building a larger business outside of your home. You can choose a needed product or service that you feel passionate about and work in a style or way that fits your personality and values.

Going into your own business has risks, but working for others also does not guarantee job security. Surveys have revealed that a higher percentage of entrepreneurs are happier with their work than those who work for others. Entrepreneurship is not for everyone, but it can be intrinsically and extrinsically rewarding if it is right for you. This chapter will help you to decide if you want to start your own business and will provide some guidance if you do.

ENTREPRENEUR SELF-ASSESSMENT

The following questions cover some of the characteristics needed to succeed in business for yourself.

ACTIVITY 9.1 Please answer the following questions with either a “T” for true or a “F” for false. After you complete the questions total your number of true and false answers.

1. ___ I am self-motivated.
2. ___ I can handle uncertainty, the unexpected and take risks.
3. ___ I handle and manage stress well.
4. ___ My energy is good and I am willing to work long hours when needed.
5. ___ I am trustworthy and reliable.
6. ___ I can manage money well.
7. ___ I have enough money to survive until my business begins making a profit.
8. ___ I don't give up easily.
9. ___ I have a strong purpose for starting this business.
10. ___ I can sell and market my services or product.
11. ___ I believe in myself and can bounce back from failures.
12. ___ I am passionate about my service or products.
13. ___ I can be a leader and work well with others.
14. ___ I am willing to put my clients or customers first.
15. ___ I like learning new things.
16. ___ I like meeting new people and helping others.
17. ___ I am self-disciplined and goal oriented.
18. ___ I get things done on time and manage my time well.
19. ___ I have decent computer skills and a comfort level with the technology needed for my business to succeed.
20. ___ I can handle a lot of different responsibilities.

Total Ts _____ **Total Fs** _____

True answers correspond to characteristics of successful entrepreneurs. How many true answers did you have?

ACTIVITY 9.2 Please identify your top three strengths and also three areas which need improvement based on your true and false answers on the Entrepreneur Self-Assessment.

Top three strengths:

1. _____
2. _____
3. _____

Three areas needing improvement:

1. _____
2. _____
3. _____



SELF-KNOWLEDGE AND YOUR OWN BUSINESS

If you decide to start your own business you will have the advantage of the self-knowledge that you gained from the self-reflection activities in the previous chapters. Knowing yourself, including your strengths and weaknesses, will be an asset to your business. It can help you to know what you are good at, where you need help from others and how you want to be of service.

The world is rapidly changing. New jobs are being created and others are becoming obsolete. It can pay off for you to look ahead and see the trends for the future. Some scientists predict that over half the current jobs will be performed by robots in twenty more years. This will also create new jobs which will require human and robot interaction.

What is a product or service that you can offer which will fill a need, that you are passionate about and that can use your talents?

QUESTIONS TO CONSIDER BEFORE STARTING YOUR BUSINESS

ACTIVITY 9.3 Please answer the following questions:

1. What kind of business do I want? (Non-profit, for-profit, home-based, franchise, small or large, etc.)

2. Why do I want to have my own business? for what purpose?

3. What products or services will I offer?

4. What will be the benefits of my products or services to others?

5. Who will be my customers or clientele?

6. What will be unique or different about what I will offer?

7. Who will be my major competitors and how will I set myself apart from them?

8. Will I be the only employee? How many employees will I need?

9. If I offer products, where will I get them from and what will I charge customers?

10. How much money will I need until the business is breaking even?

11. How will I market my business?

12. Will I need legal assistance to set up my business? Will it be a sole-proprietorship, LLC, S Corporation or C Corporation?

13. What types of insurance will I need?

14. What is a great name for my business?

15. What taxes will I need to pay?

16. Do I need a business plan and, if so, who can help me with it?

17. What licenses or registrations do I need?

18. Will I need a website and to do some of my business online? If so, what do I need?

19. When is the best time to start this business?

20. What are my long-range goals for this business? What growth do I envision and desire for my business?

ACTIVITY 9.4 What insights do you get from your answers to the questions above? In which areas do you need more information?



DOS AND DON'TS FOR STARTING A BUSINESS

Do

1. Live frugally and start saving money for your business before you start it.
2. Consider starting your business on a part-time basis while you still have a job.

3. Conduct research and talk to people who have similar businesses. If they will see you as competition then talk with business owners out of your geographical location.
4. Work for someone in a similar business to gain skills and experience.
5. Consider start-up costs and capital needed.
6. Do something you like and are passionate about.
7. Start off inexpensively and avoid buying expensive equipment early on.
8. Stick to your values and build a reputation for trustworthiness.
9. Test market your product or services.
10. Know where you can access resources and support.

Don't

1. Leave your job before you are ready to start your business.
2. Start a business you will not enjoy.
3. Start a business without the necessary skills.
4. Risk all of your money.
5. Rush into starting the business.
6. Avoid knowing the risks.
7. Be less than fully committed.
8. Spend a lot of money on expensive office supplies and equipment at first.
9. Try to do everything by yourself.
10. Avoid spending enough time marketing your product and services.

QUESTIONS AND CRITERIA TO IDENTIFY YOUR MARKET

ACTIVITY 9.5 Please answer the following questions about your target market:

1. Age range? _____
2. Profession? _____
3. Average income? _____
4. Location? _____
5. Marital and family status? _____
6. Ethnic and religious background? _____
7. Values and interests? _____
8. Professional organizations to which they belong? _____
9. Lifestyle preferences? _____
10. What problems can you solve for them? _____



11. What attracts and motivates them? _____
12. What is their gender? _____
13. What is their average educational level? _____
14. Where are they getting similar products/services from now? _____
15. Where do they spend their free time? _____

ACTIVITY 9.6 Please answer the following questions:

1. What characteristics do your typical customers have in common?

2. What are their most important characteristics?

3. How are they similar and different from most people in our society?

4. What can you do to motivate them to purchase your services or products?

ASK YOURSELF JOURNALISTIC QUESTIONS

The five questions that journalists ask themselves may be helpful to you.

ACTIVITY 9.7 Please answer the following five questions:

1. **When** would you like to start your business?

2. **Where** do you want your home base?

3. **Who** will be involved?

4. **What** will you do to make it happen?

5. **Why** do you want it?

HOW WILL YOU REACH YOUR MARKET?

ACTIVITY 9.8 Check marketing methods you are willing to use:

- | | |
|--|--|
| <input type="checkbox"/> Start a blog | <input type="checkbox"/> Start your own website |
| <input type="checkbox"/> Write articles | <input type="checkbox"/> Public Speaking |
| <input type="checkbox"/> Give workshops | <input type="checkbox"/> Flyers/brochures |
| <input type="checkbox"/> Business cards | <input type="checkbox"/> Radio |
| <input type="checkbox"/> TV | <input type="checkbox"/> Trade shows |
| <input type="checkbox"/> Social media | <input type="checkbox"/> YouTube/Videos |
| <input type="checkbox"/> Giveaways | <input type="checkbox"/> Contests |
| <input type="checkbox"/> Testimonials | <input type="checkbox"/> Word of mouth |
| <input type="checkbox"/> Email campaigns | <input type="checkbox"/> Free Directory listings |
| <input type="checkbox"/> Direct mail | <input type="checkbox"/> Telemarketing |
| <input type="checkbox"/> Webinars | <input type="checkbox"/> Offer coupons |
| <input type="checkbox"/> Newspaper ads | <input type="checkbox"/> Magazine ads |
| <input type="checkbox"/> Events/demos | <input type="checkbox"/> Volunteer |
| <input type="checkbox"/> Billboards | <input type="checkbox"/> Sponsor a community event |

WHAT WILL BE YOUR COSTS?

ACTIVITY 9.9 List costs for each service that applies to the business you have in mind:

- | | |
|----------------------|-------------------------------|
| Start-up costs _____ | Promotion/marketing _____ |
| Credit card _____ | Inventory _____ |
| Accounting _____ | Postage and delivery _____ |
| Legal services _____ | Licenses or permits _____ |
| Cell phone _____ | Office rent _____ |
| Utilities _____ | Office equipment _____ |
| Insurance _____ | Business cards _____ |
| Uniforms _____ | Stationery/ supplies _____ |
| Web design _____ | Salaries (if employees) _____ |
| Transportation _____ | Employee benefits _____ |
| Loans _____ | Other _____ |

ACTIVITY 9.10 Identify costs for the following:

1. **Start-up** - How much will you need to get the business started and operate for the first 90 days?

2. **Monthly expenses** - How much will you need to pay your monthly business expenses?

3. **Insights?** - What insights do you get from looking at these costs?

ADVANTAGES AND DISADVANTAGES OF SELF-EMPLOYMENT

It is important for you to compare and contrast the benefits and disadvantages of working for yourself and working for someone else before you make a decision to start your own business.

ACTIVITY 9.11 Please list three major advantages and disadvantages of working for yourself and do the same for working as an employee.

Self-Employment Advantages

1. _____

2. _____

3. _____



Self-Employment Disadvantages

1. _____

2. _____

3. _____

Employment Advantages

1. _____

2. _____

3. _____

Employment Disadvantages

1. _____
2. _____
3. _____

What are your insights and thoughts after doing this activity? Which appeals to you the most between self-employment and working for an employer?

1. _____
2. _____
3. _____

CAREER CATEGORIES

In thinking about the type of business that you want it may help to review a list of different types of careers. This list is limited, but covers a broad range of types of work that may be related to your business and its purpose.

ACTIVITY 9.12 Please check five that are appealing to you:



- Agricultural _____
- Animal and Plants _____
- Applied and Visual Arts _____
- Clerical Administration _____
- Criminal Justice/Law Enforcement _____
- Communication _____
- Counseling/Human Services _____
- Construction/Architecture _____
- Education/Training/Speaking _____
- Engineering _____
- Environmental Science _____
- Finance/Accounting _____
- Health Services _____
- Human Resources _____
- Hospitality/Tourism _____
- Information Technology _____
- Journalism/Writing _____
- Kinesiology _____

- Insurance _____
- Law/ Legal _____
- Management _____
- Manufacturing _____
- Media/Broadcasting _____
- Marketing/PR _____
- Performing Arts/Music _____
- Retailing _____
- Robotics _____
- Sales _____
- Science/Math _____
- Social Science _____
- Sports _____
- Technology _____
- Transportation _____
- Vocational Trades _____
- Other _____ Name _____

Now choose your top three in order of preference:

1. _____
2. _____
3. _____



Do you want to have your own business in the future?

Yes _____ No _____

Describe the type of business you would like to own.

My ideal business would be:

Now fill in the flow chart below. List the five most important steps you need to take in correct order to get your business going. This chart will help you to see how important parts of the process fit together. You can also expand the chart at anytime.

```
graph TD; A[ ] --> B[ ]; B --> C[ ]; C --> D[ ]; D --> E[ ];
```

SUMMARY OF MAIN POINTS IN CHAPTER 9

- ✍ Many people want the freedom, independence and financial potential that is possible with self-employment.
- ✍ Surveys indicate that a higher percent of entrepreneurs are happier in their work than those who work for others.
- ✍ Self-knowledge and being aware of your strengths and weaknesses are important before starting your own business.
- ✍ It is important to know why you want to start your own business, to know your market, to have enough capital and to know the risks.

ONLINE RESOURCES FOR SMALL BUSINESS OWNERS

- ✍ Entrepreneur Magazine - www.entrepreneurmag.com
- ✍ Small Business Administration (SBA) - www.sba.gov
- ✍ SCORE - www.score.org
- ✍ Working from home - www.elmstreeteconomy.com
- ✍ In the next chapter you will learn how to become an excellent leader. You do not need to be a manager or boss to be a leader. If you want to help others to bring out their best you will need leadership skills.

CHAPTER 10

ON BECOMING A GREAT LEADER

Chapter Objective: *To inspire and learn practical ideas and strategies of effective leadership. To assess leadership strengths and areas needing improvement. To role play and practice using leadership skills.*

Great leaders are needed who can inspire others through their vision and example. They can set the standard and ideal that others will aspire to reach. Good leadership is needed for effective parenting, teaching and to solve problems in the job market and in the world. Everyone in any sphere of life can become a leader.

Here is my definition of leadership: “The ability to influence others to bring out their best for a constructive, worthy and positive purpose.” Great leaders motivate others to bring out their best effort and potential for worthwhile goals which enhance quality of life. There are leaders who lack good character and who influence others to be destructive, but this is not my definition of a good or great leader.

Leadership is an art which can be learned. Leaders can be developed and as a leader you will be able to help others to become leaders. Imagine how you will feel if you become capable of motivating others to achieve goals and to produce exceptional results. As a leader you can have an influence which is life-changing for others. In this chapter we will be considering the characteristics of exceptional leaders so that you can develop them within yourself.

Benefits for Yourself and Others When You Become a Great Leader

- Satisfaction of making a positive difference for others and your organization
- Fulfillment of seeing others stretch and improve
- You are making the world a better place
- You help others to believe in themselves
- Those you influence do the same for others and you multiply your reach
- You can create a lasting positive impact and legacy

Leadership Self-Assessment

This is not a test, but an opportunity for you to find out the degree to which you have some of the characteristics of great leaders. It will allow you to assess strengths and areas needing improvement. Please be honest about where you see yourself now as this will help you to improve as a leader.

Read the statements below, then give yourself the number of points that accurately describes your degree of strength in these areas. Use the point system below, and then add up your total points.

5 Points The statement is mostly or always true

4 Points The statement is often or frequently true

3 Points The statement is sometimes true

2 Points The statement is rarely true

1 Point The statement is never or almost never true

Self- Assessment

ACTIVITY 10.1

1. ___ I consider the skills, interests and abilities of others
2. ___ I set a good example for others
3. ___ I see the potential in others
4. ___ I expect others to be able to rise to the level of my expectations
5. ___ I can help others to solve their own problems
6. ___ I am adaptable and flexible
7. ___ I can keep myself in a positive state of mind most of the time
8. ___ I can clearly communicate to others
9. ___ I can and do enjoy inspiring others to stretch and grow
10. ___ I learn what influences each individual and work with them accordingly
11. ___ My actions support my goals, values and highest principles
12. ___ I listen carefully to others
13. ___ I express appreciation, but can be firm when needed
14. ___ I can influence myself and others for our betterment
15. ___ I can influence an individual one-on-one
16. ___ I can influence many others when I am physically present
17. ___ I can influence others even when I am not physically present
18. ___ I have the courage to follow my convictions
19. ___ I believe in myself and others
20. ___ I love helping others to succeed

Total score _____

ACTIVITY 10.2 Look at your overall score. Do you see yourself now as having the characteristics of a great leader? Good leader? Average leader? Fair leader? Poor leader?

ACTIVITY 10.3

Look at your individual answers.

Which areas do you feel are strengths and which areas need more improvement?

Name three areas of strength:

1. _____

2. _____

3. _____

Name three areas needing improvement:

1. _____

2. _____

3. _____



Message to Young Future Leaders

Do you want to become a leader and person of positive influence? The world needs you and your leadership.

The world needs people who want to make a positive difference, to solve big problems and to contribute to making this a better world. You have the choice to do harm and bring more darkness into the world or to do good and add more light.

The world is facing many major challenges such as economic, environmental, health, educational, wars and other problems. Is there a problem that you would like to work on and try to solve? Is there a need you would like to fill? Problems often create needs which result in opportunities for finding solutions. This is how many new jobs are created.

You can choose a career field which allows you to use your talents to work on problems that matter to you. Discovering a strong work purpose or mission will give you the passion and motivation to make a contribution and to become a leader for others.

What are the characteristics of great leaders? Let's look at Mahatma Gandhi who I believe was one of the greatest leaders in history. As you may know, Gandhi united a nation, freed India from British rule and achieved it through non-violence.

Here is a list of qualities that I believe made Gandhi an excellent leader:

- Ability to inspire. He inspired by his example and brought out the best in those who followed him.

- Integrity and Honesty. His thoughts, words and actions were aligned. He lived by principles which he did not compromise and was a person of truth. He had strong morals and ethics.
- Visionary. Gandhi envisioned a free India. It was his mission to make this vision a reality. He communicated his vision to others who also adopted his mission.
- Humility. Gandhi put others before himself. He was not filled with his own self-importance. He was both self-confident and humble. Gandhi was a servant leader who never asked anyone to do anything that he would not do himself.
- Courage. He had the courage to follow his convictions under difficult conditions and to risk his life to pursue his mission.
- Perseverance. He would not give up in the pursuit of his vision and mission no matter how great the hardships and dangers.
- Self- Discipline. He could get the best out of himself and do whatever was necessary to get the job done.
- Focused attention. Gandhi lived in the present moment and was able to concentrate on any task before him.
- Love. He hated injustice, but not any person including his enemies. He could connect with the inner core of a person and cared for others.
- Humor. Gandhi took his principles seriously, but could poke fun at himself. He was full of joy and could make others lighten up.
- Communication. Gandhi was able to communicate his thoughts and ideas well both orally and in writing.
- Faith. Gandhi had faith in a higher power. He also had faith in himself and his followers. He was highly intuitive and followed his inner guidance.

Gandhi was not a born leader. He was very shy, insecure and awkward in his youth. He lost his self-consciousness when his focus shifted from self-concerns to helping others. His strong mission galvanized his inner resources and brought out the best qualities in him. You can also develop similar qualities in yourself if you aspire to become a great leader.

I leave you now with what John Quincy Adams had to say about leadership. “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

ACTIVITY 10.4

Answer the following questions which reflect Bloom’s six levels of thinking including critical thinking:

1. (Remember) - What is one thing you remember from the previous article?

2. (Explain) - What was the story about? Explain the main idea in the article.

3. (Apply) - How can you apply what you learned to your own leadership goals?

4. (Analyze) - What similarities and differences do you see between Gandhi's leadership characteristics and your own?

5. (Evaluate) - What is your opinion about Gandhi as a leader? Back up your opinion by stating why you feel that way.

6. (Create) - What is the big idea in this article when you bring all of the parts together? How do you think Gandhi went from being an insecure person to a courageous leader?



Leadership: The Truth about Great Leaders and Teachers

Most of us at one time or another will be in the role of teacher or leader. A leader is a teacher and good teachers are also leaders. We are also in the role of a student, learner, or follower at different times. Usually the better the student or learner you are, the better the leader you will become.

When you are in the role of a leader, you will have an opportunity to give something back to others. You have the opportunity to pass on the lessons which were taught to you by your teachers and leaders. It is an opportunity to positively or negatively influence others. A teacher's influence can be powerful and long lasting. Henry Adams believed that, "A teacher affects eternity; he can never tell where his influence stops."

This is why you have a responsibility to be a good example of what you are teaching and to respect the worth and dignity of your students and followers. The way you perceive your students or employees, and the expectations you have for them, often has a greater effect than the lessons you are teaching. Your vision of their potential can have a transformational effect on your followers as this mental picture is transferred to their minds. Do you see them as worthwhile human beings with the potential to learn and succeed? If so, their chances of success are greater.

Studies have been conducted in the schools that demonstrate that a teacher's expectations influence his or her pupil's performance. There are examples in which teachers

STUDENT COMMENT

"Reading this chapter taught me that leaders can be made and they are not always what you expect them to be. A great leader is more than just someone who can speak publicly or has a lot of power."

—Mercedes Cavazos

were told that one group of students were the smart ones and another group were the dumb ones, when both groups were actually of similar intelligence. The students performed according to the preconceptions and expectations of their teachers. The students who were considered the smart ones performed significantly better than the group who had been labeled as unintelligent. The teachers had verbally and non-verbally communicated their expectations to the students who performed accordingly. Students will usually rise to the level of the teacher's expectations. All that I am saying about the teacher student relationship is meant to include the supervisor employee relationship.

STUDENT COMMENT

"I liked the segment on Gandhi. This chapter showed that if you're determined enough you can become a great leader and change the world."

—Joshua Allen

When you are in the role of a leader teacher, whether as a parent, minister, employer, mentor, or friend, who you are is even more important than what you say. You always radiate who you are, and the more you develop yourself, the greater will be your influence. This is why continuous personal, professional, and spiritual growth is so important.

Your level of inner development determines the impact you have on others. You must live what you are teaching in order to speak with the deep conviction which will influence others. There needs to be congruency between who you are and what you say and do. If I am a supervisor who is consistently late for work and I emphasize to my employees the importance of being on time, what effect can I expect from my words? My exhortations would lack power.

In your role as a student and employee, you can strive for quality education or training, and be receptive to the lessons being provided by your teachers and leaders. In your role as a teacher and leader, you can nurture the seeds of greatness within your students and employees, and bring out the best that is in them. Helping the learner to unfold his or her potential is education and leadership in the truest sense and teaching at its best.

ACTIVITY 10.5

Answer three critical thinking questions about the previous article:

1. (Analyze) - What are the main parts of the article?

2. (Evaluate) - Which are the most important points in the article?

3. (Create) - What new idea do you have from bringing the parts of the article together?

ACTIVITY 10.6

Go online and research and learn about the life of Nelson Mandela. You can read about his life or watch a film or Youtube video about him. Then identify ten leadership qualities of Mandela and why you think they were important.

Ten leadership qualities of Nelson Mandela:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Nelson Mandela was a South African anti-apartheid revolutionary who was imprisoned for 27 years. He came out of prison and freed his country from the violent prejudice that had dominated it. He became the president of South Africa and brought rivals together to unite the country.

In the book, *Mandela's Way* by Richard Stengel, the author identifies 15 leadership qualities of Nelson Mandela. A few of these were:

1. Courage - It did not mean lack of fear to Mandela, but facing fear and moving forward in spite of it.
2. Self-control or measured response - The ability to stay calm and maintain control over his emotions.
3. Strong principles - Mandela had a strong sense of right and wrong and he was willing to live and die for his principles.
4. Looking for the good - He was able to see the positive qualities in others. By showing respect to others, including his rivals, he was able to build rapport and trust.
5. Ability to say no - Mandela knew when to say no and he had the inner strength to do it.



Additional Leadership Qualities

ACTIVITY 10.7

Brainstorm Five Leadership Qualities you admire in others that have not been mentioned in this chapter.

1. _____
2. _____
3. _____
4. _____
5. _____

Questions to Help You Influence Others

You must first know what influences others if you want to influence them. Here are just a few questions that can help you to get to know someone so that you can have an influence.

1. What do you really want to get out of this life?
2. What are your most important goals?
3. What are your most important needs?
4. What are your best talents and skills?
5. What is your mission or purpose?
6. What are your most important beliefs?
7. Who are you?
8. Who are your role models?
9. What are your most important values?
10. What are things you will never do?
11. What are your rules and exceptions?
12. What empowers you?
13. What are your greatest fears?
14. What makes you happy?
15. What will be a great life for you?

ACTIVITY 10.8

List five more questions you would ask.

1. _____
2. _____

3. _____
4. _____
5. _____

ACTIVITY 10.9

Role play with a partner and ask each other your five questions or any of the 15 questions listed above.

Based on what you learned about your partner how would you approach and influence your partner if you were a leader? List three things you would do:

1. _____
2. _____
3. _____

STUDENT COMMENT

“This chapter on leadership demonstrated that others can become leaders even though they did not start out believing that they could. I liked assessing my own leadership skills.”

—*Rachel Collins*

Leadership Problem Scenarios

Objective: To simulate different choices leaders can make during interactive leadership problem scenarios.

Focus of these meetings are not punishment, but good communication and problem solving.

ACTIVITY 10.10

Students will role play with a partner for each scenario. Students will alternate between playing the role of the leader and follower in different scenarios. Students can rotate and work with different partners in different scenarios.

Debrief questions to answer after each scenario:

1. What was your challenge as a leader?
2. What leadership strategies did you use?
3. How did you resolve the problem?
4. What did not work well?
5. What would you do differently if you met again?

Scenario 1:

You are a basketball coach. Two of your best players are having problems getting along and it is effecting team performance. You plan to meet with these players or possibly the entire team. How will you handle this?

Scenario 2:

You are a soccer coach and one of your players, Matt, has been bullying some team members. You have scheduled a meeting with Matt to try and resolve this problem.

Scenario 3:

You are the manager of a large restaurant. Your employee, Ron, has a habit of drinking the wine that customers leave in their glasses. There is a no drinking on the job policy. Ron is a great waiter and you would like to keep him. You have scheduled a meeting with Ron.

STUDENT COMMENT

“This chapter made me want to become a leader. It inspired me to pursue my dreams and to not be afraid to become a leader.”

—Valerie Reyna

Scenario 4:

You are the manager of a bank. One of your employees takes his coat off during the day and there is no policy against it. He has a scary looking tattoo on each arm and customers have complained. You plan to talk with him.

Scenario 5:

You manage a gym. Mary is one of your trainers and you notice that she flirts throughout the day with the male body builders. You would like for her to be more professional and will meet with her.

Scenario 6:

You manage a department in a high tech company. Alicia is one of your employees and she is consistently late for work. What will you say to her?

**Scenario 7:**

You are the sales manager and have a team of sales people who are performing well. They are exceeding their sales quotas. You want to reward them, let them know you appreciate them, but also plan to motivate them to an even higher performance. You have scheduled a meeting and presentation. What will you say in your presentation?

Example of a Great Leader and His Philosophy

College basketball coach John Wooden’s teams at UCLA won 10 NCAA national championships in 12 years. Nothing close to this has ever been achieved in any sport. He was a master of helping others to get the best out of themselves. Coach Wooden believed that success is the peace of mind that comes from knowing you did the best according to your capabilities.

In the book, *Wooden On Leadership* by John Wooden and Steve Jamison, the coach's philosophy on leadership is covered. Here are a few gems that this great coach and leader lived and taught:

- Effort is the best and true measure of success
- Be committed to doing what is right
- The team is the star of every successful team
- Help others to create good habits
- Great leaders have character and are good examples
- Leadership is a sacred trust and responsibility
- You must have love for the people you lead
- Effective leaders are good teachers
- Always strive for improvement
- All members must feel their jobs make a difference
- High performance is achieved by little things done well
- Each person has the potential for greatness
- Personal greatness is determined by effort
- Execution of the fundamentals is important
- Get the best out of others by bringing out their potential

As a leader you can help others to make breakthroughs and to become and do more than they thought possible. Being a leader also will help you to grow tremendously both personally and professionally. Leadership is a unique skill and can be your gift to others and to the world.

SUMMARY OF MAIN POINTS:

- 📖 Leadership is the ability to influence others to bring out their best for a constructive and positive purpose.
- 📖 Great leaders can be developed.
- 📖 The world needs excellent leaders who can make a positive difference and develop more good leaders.
- 📖 The more you develop yourself and your leadership skills the greater will be your influence.

RESOURCES FOR LEADERSHIP

- 📖 100 Exemplary Sites for Future Leaders

In the next chapter you will be learning how to create the job and life you want so that you can make your dreams come true.

STUDENT COMMENT

"After learning about Gandhi I feel if my generation were to follow his example this would be a better world."

—Serina Zaiyee

CHAPTER 11

CREATE THE JOB AND LIFE YOU WANT

Chapter Objective: *To discover how to find the hidden job market and create a job even where no job opening exists. To learn tips for starting a business. To get the courage to follow your passion and go for your dream career and make it happen.*

The choices you are making and the actions that you are taking in your life now will play a large role in creating your future. Your attitudes, habits, and what you are doing in the present will influence what your future will be like. You can turn many of your dreams into reality.

The work you do will play a significant part in creating a life for yourself that is worthwhile and fulfilling. In this chapter you will be learning more about how to find and create work you love.

CREATING THE JOB YOU WANT

Most of us want an enjoyable career that allows us to use our potential to make a significant contribution. Except for a lucky few, reaching this goal requires a proactive approach on the part of the job seeker. Instead of waiting and hoping that the “right job” will come to you one day, you can take positive steps to increase the likelihood of obtaining such a job. Instead of merely answering want ads and competing with large numbers of people, you can reduce the competition—possibly to zero—if you create a job that previously did not exist. Ideally, this fulfilling job will match your interests, skills, and natural talents.

In this book you have learned many job search strategies to help you when you will be pursuing an **actual job opening**. The strategies that you have learned will also help when you are going to **create a job where no opening exists** or when you are trying to **find a job opening that is not advertised**. **About 70% of all job openings are never advertised.** Many of these jobs are filled by word of mouth or direct referrals.

The approach you will be learning about job creation will use the knowledge you have already learned about yourself and the job market. However, you will be learning some additional skills to tap into the hidden job market and to actually create a job even when the employer is not actively seeking to hire anyone. Most of your competitors for

jobs have no idea that there is a hidden job market or that it is possible to create a great job for yourself that did not exist. You will be learning these secrets.

What follows is an article that I wrote for my blog about how recent college graduates can find a job in an economic downturn. It touches on how to find and get a job in the hidden job market, even when there is heavy competition due a poor economy. The article will also introduce you to the idea about creating a job that does not exist.

HOW TO FIND A JOB IN AN ECONOMIC DOWNTURN



There is a hidden job market that most job seekers do not know about. The visible job market is only the tip of the iceberg because many of the best jobs are not advertised. When I worked as a self-employed recruiter most of my job search assignments were known only to the employer, a few people in the company and me.

The good news for college graduates is that unemployment is much less for them than for those with only a high school diploma. The bad news is that many college graduates are unemployed or underemployed and competing with many others for the better jobs.

The mistake that most job seekers make is to follow the crowd and to do what everybody else is doing. This puts you in competition with too many people, especially during an economic downturn. Let's take a look at the job seeking methods most people use and that are less likely to produce good results. Most job seekers do the following:

- Send out lots of resumes
- Post resumes online
- Answer want ads
- Go to employment agencies
- Go to job fairs

It is okay to spend a small amount of your time using the methods listed above, but not much, because these are the least effective job search strategies. They are less likely to get you a good job when compared to the two job search strategies that I am going to present to you.

So what are the best and most effective job search methods? If you can find the unadvertised jobs you will have little or no competition. Many employers who have job openings do not advertise them or list them with employment agencies, but prefer to ask their employees and other people they know to recommend someone.

There are two types of unadvertised or hidden jobs:

1. Job openings that the employer knows about.
2. Jobs that could be created for the right person, but no job opening currently exists.

Let's look at the first one. How can you find these unadvertised job openings? Here are a few ways:

- First you must know the type of work that you want to do, are suited for, and feel passionate about.
- Research. Go to the library and identify at least 25 companies of interest from directories of major employers. Examples would be Dun and Bradstreet's Million

Dollar Directory and Standard and Poor's Register of Corporations. The librarian can help you to find other directories and resources for your research. Select several companies of interest.

- Use the Dictionary of Occupational Titles (DOT) and Occupational Outlook Handbook (OOH) to identify jobs you want and the skills and experience required to perform them. The OOH will also give you an idea of salary ranges for different jobs.
- Conduct informational interviews with people in your fields of interest to further your research.
- Contact people you know (and who they know) to see if they can refer you to anyone who works for your companies of interest.
- Call hiring authorities directly and tell them what you would like to do. Let them know how you could contribute to and benefit their company. If they do not have job openings in your field of interest then ask for the names of two other hiring authorities in their field of work.
- Join professional associations in your field of interest or go as a guest. You will meet people who work in this field and many hiring managers.

The second approach to uncovering the hidden job market is to create a job where no opening exists. You will have no competition and can negotiate your income. Develop a written or verbal proposal for the companies that interest you. The research and informational interviews you've conducted should enable you to determine which companies have need for an employee with your skills and interests. Your proposal should state what the proposed job is and how you can contribute to the company by solving their problems. If your proposal demonstrates that you can contribute much more than you will cost the company, it is likely that they will be interested in you.

I have personally used this approach to create a job that did not exist and have taught others how to do it. This method works best with smaller companies, but it has been used successfully with large companies. For example, an acquaintance of mine created a job for himself as a high school teacher. Public schools are usually considered to be bureaucracies, but he was able to use a proposal to create a job teaching several courses of interest that could be incorporated in already approved and existing courses.

Keep in mind that even during the Great Depression 75% of the people were employed. Even in difficult times there are jobs if you can fulfill a need.

So be proactive and go directly after the jobs and companies that interest you. Find the hidden jobs that already exist or create a new one. The reward for successfully using these proactive strategies can be the blessing of discovering and obtaining a fulfilling career—one that makes use of your enjoyable and best talents.

ACTIVITY 11.1 Name three lessons you got from the article and how you will apply them to your job search.

Lessons

1. _____
2. _____
3. _____

How I will apply the lessons

One of the steps to creating a job is to develop a proposal which I mentioned in the previous article. Let's take a look at how you can do this.

THE EMPLOYMENT PROPOSAL

The research and informational interviews you have learned to do should enable you to determine which companies have need for an employee with your interests and skills. Your employment proposal should state what the proposed job is and how you can contribute to the company by solving problems.

You may be attempting to create a job that does not exist, and if so, you will have no competition. If your proposal demonstrates that you can contribute much more than you will cost the company, it is likely that they will be interested in you.

From your research you should know the approximate salary earned by people in this field of work. As a general rule, you should negotiate for 10% to 20% higher than the average person in the field earns. You can start high and come down if necessary. Obviously you do not begin negotiating a salary until the employer expresses an interest in making a job offer.

Now let's take a look at a sample employment proposal.

Employment Proposal for a Full-Time Customer Service Representative Proposed by Mary Smith

Benefit: Enhance profits by increasing the number of customers through repeat and referral business.

I propose that you hire me as a Customer Service Representative to increase customer satisfaction by providing the following services:

- Developing a computerized database of customers.
- Randomly surveying customers regarding their needs; receiving and recording feedback.
- Notifying customers of special rates.
- Developing a system for showing appreciation to repeat customers.
- Meeting immediately with customers to resolve problems that arise.
- Arranging and coordinating special events for customers.

Qualifications: I am a recent graduate of the University of Texas Business College with a B.B.A. in general business. I offer the following skills and experience:

- Experience working directly with a variety of customers in different work settings.

- Experience developing a customer data bank.
- Commendations for excellent customer relations.
- Self-starter.
- Positive, can-do attitude.
- Computer skills.

I would like to meet with you to discuss this proposal. I will follow up with a phone call next week regarding an opportunity for us to meet in person.

Source: Developed by Raymond Gerson based on *How to Create the Job You Want* by Raymond Gerson. Enrichment Enterprises, 1996, 2007.

ACTIVITY 11.2 It may be sometime before you decide to develop an employment proposal, but I wanted you to have this knowledge for the future. There may come a time when you would like to create a job for yourself. For now brainstorm three benefits and three qualifications that you would list in an employment proposal. You can either list current benefits and qualifications that you can offer or you can do a pretend list as if you were submitting a proposal for your professional dream job.

Benefits

1. _____
2. _____
3. _____

Qualifications

1. _____
2. _____
3. _____

Now let's take a look at six steps to creating a job you want. You now know how to do all of them.

SIX STEPS TO CREATING THE JOB YOU WANT

1. Identify the talents and skills you enjoy using.
2. Identify needs you want to fill or problems you want to solve.
3. Determine the types of jobs and companies that work with the problems or needs you identified.
4. Determine whether you need additional assets to do the type of work you have identified.



5. Develop a verbal or written proposal for the companies that interest you.
6. Utilize job search and marketing strategies to reach hiring authorities and present your proposal.

Keep in mind that creating work you love can be a job with an employer or could be your own business.

STARTING YOUR OWN BUSINESS



Do you have a desire to have your own business one day? If so, you will need to decide if you want to work out of your home or an office? Do you prefer to be the only employee or do you want to hire others? Do you want to build a large business or keep it small? These are important questions to ask yourself before starting a business of your own. Here are some additional tips.

SELF-EMPLOYMENT TIPS

- Research. Find out as much as you can about the type of business you want to start.
- Make sure you have found a need people will pay you to fill and that it is a good match for you.
- Talk with people who have this type of business who are far enough away geographically that they will not see you as a competitor. They will be more open with you.
- Identify the knowledge and skills you already have and the ones you will need.
- Identify training and education you have had and any you will need.
- Create a business plan.
- Start your business part-time while you still have a job and income if possible (unless you have plenty of capital).
- Make sure you can get enough capital and have the savings to cover both personal and business expenses for at least six months to get your business off the ground. Whatever you think you need double that amount to cover unexpected expenses.
- Know your projected expenses.
- Budget your income and expenses.
- Make sure you have high enough profit margins for your products and services to succeed.
- Learn how and be willing to do marketing. This is needed to keep bringing in new business.
- Seek assistance from organizations like S.C.O.R.E. and the Small Business Administration and others who can provide support.
- Develop the personality traits to be a successful entrepreneur. Some of these traits are self-confidence, self-discipline, motivation, communication skills, people skills and integrity.

- Hire someone who can complement your skills and personality if necessary. For example, if you do not like marketing or do it poorly, then hire someone who can do it for you.

This book may be providing you with a few bits of information that you do not need yet, such as the tips on how to start your own business (perhaps), but it will be a valuable resource which you can refer to when you need it.

ACTIVITY 11.3 If you were to start your own business one day what would appeal to you? Fantasize for a moment and brainstorm three businesses you would love to own.

1. _____
2. _____
3. _____

ACTIVITY 11.4 What appeals to you about these businesses?

Creating a job or a business will take courage. This is a proactive approach of really putting yourself on the line and going after what you want. What follows is an article I wrote about the need for courage in this situation and ideas for getting more of it.

HOW TO GET THE COURAGE TO PURSUE YOUR DREAM JOB

After much thought and research, you have discovered which career is right for you. The thought of it fills you with passion, enthusiasm, and inspiration. This career will give you the opportunity to use your favorite and best talents to make a great contribution. This is the type of work that Joseph Campbell referred to when he said, “Follow your bliss.”



Ahead of the Pack

You're ahead of many others who have not discovered their “bliss.” You feel grateful that you discovered your right livelihood, but now you face a dilemma. There are risks. Do you quit your present job or business and plunge ahead into your dream job or business? Will you be able to pay your bills? What will your family and friends think? Is this career practical?

Heart and Mind Conflict

Your heart says, “Go for it.” Another part of you is scared and urges caution. Fears you didn't know you

STUDENT COMMENT

“This chapter is very important in the current job market. We live in a tough world right now and having a leg up can make the difference between getting that job or just being another resume sitting on someone's desk. The hidden job market is like a locked box and everyone in our class got the key.”

—Stacie Wollham

had start appearing. You wonder, “What if I fail?” When you listen to your heart or that part of the mind that says, “Go for your dreams,” fears often come up. The self-preservation part of your mind raises concerns. Both parts of yourself are attempting to support you. Both parts need to be heard and considered. Before making your final decision, you may experience intense inner conflict between these parts of your mind.

You may feel like a war or boxing match is going on inside of you. I once experienced this inner turmoil before I resigned from a secure job to begin full-time self-employment. I had a steady salary, excellent benefits, and was less than three years from receiving a retirement pension. Some of my friends and family cautioned me against leaving my job to follow my dreams. I decided that leaving was best for me.

The Choice Is Yours to Make

I am sharing my experience to let you know that I have experienced this dilemma, not to influence you to do it the way I did. The ideal is to start a part-time business and build it before leaving your job, or to go from a job to a job. However, what is right for one may be wrong for another. Only you can decide when to leave your job and whether to do it slowly or quickly. It depends upon your personal makeup, circumstances, and finances.

Questions to Consider

How can you decide whether to pursue your passion? Here are some questions that can help.

1. What will be the costs for you and your loved ones if you don't pursue your dreams? What are the costs of leaving your current job or business?
2. What are the benefits of pursuing your passion? What benefits will you lose if you quit your present employment?
3. What if you fail? When you come to the end of your life, would you rather have tried and failed than to have never tried?
4. What would you do if you knew you couldn't fail?
5. How will you feel about yourself if you pursue this inner calling? What will your feelings of self-worth be if you don't try?

Steps to Overcome Fear

Also consider the following:

1. Begin moving toward your goal, no matter how slowly. Start it as a hobby, or as volunteer work or part-time employment. Take the first step even if it's a small one. Emerson told us, “Do the thing you fear and the death of fear is certain.” Action is powerful! According to Goethe, “Whatever you think you can do, or believe you can do, begin it. Action has magic, grace, and power in it.”
2. Read the biographies of others who took risks, overcame failures, and succeeded.
3. Place inspiring quotations and pictures in your home and office.

4. Listen to CDS that lift your spirit and motivate you.
5. Reflect deeply on how you want to live the rest of your life.

ACTIVITY 11.5 Now go back to the five questions in the article you just read about courage. Answer each of those questions for yourself. Share your answers with a classmate or friend.

1. What will be the costs for you and your loved ones if you don't pursue your dreams? What are the costs of leaving your current job or business? _____

2. What are the benefits of pursuing your passion? What benefits will you lose if you quit your present employment? _____

3. What if you fail? When you come to the end of your life, would you rather have tried and failed than to have never tried? _____

4. What would you do if you knew you couldn't fail? _____

5. How will you feel about yourself if you pursue this inner calling? What will your feelings of self-worth be if you don't try? _____

Now pretend that you are about to graduate from college and are about to start your professional career. These are ten steps (a few you are now familiar with and a few new ones) to help you get your career off to a good start.

TEN STEPS FOR EARLY CAREER SUCCESS AFTER GRADUATION

1. Know your talents and skills.

You will be most effective in a career which uses your best and most enjoyable abilities. How can you discover your talents and skills? Look for them in your favorite achievements, no matter how small the accomplishments.

You can also find clues to your talents by analyzing things you love to do, love to learn, and even love to talk about. Consider favorite aspects of past jobs, internships and volunteer work. If you enjoyed an aspect of a job, it is likely that you were using your favorite talents and skills.

Look at activities you love so much that time quickly slips away. Some of your talents were probably involved in those activities. Is there anything you've done in school, leisure or work that seemed almost effortless? You will probably discover that some of your best talents played a part in those activities.



Your talents, combined with a genuine regard for yourself and others, is a potentially powerful resource for making a great contribution.

2. Seek a job you feel passionate about.

How can you make a great contribution if you feel lukewarm or indifferent about your job or work purpose? It would be very difficult if not impossible to do so.

Where can you discover your passion? Ask yourself the following questions. What problems do you see in the world that you want to solve, resolve, or positively impact? What societal needs do you want to fill? What dreams or hopes of others would you like to make come true?

Choose a mission or work purpose that moves you. When you use your best talents for a purpose that fulfills you, how can you fail? You will be able to make a significant and positive difference.

STUDENT COMMENT

“The first question I asked on the first day of class was how can we find jobs in this bad economy? I learned how to find unadvertised jobs in the hidden job market. I know how to research and identify companies that interest me.”

—Charmaine Evans

3. Determine the types of jobs and companies that address the problems and needs you’ve identified.

Use public, school, and career libraries to research and identify employers and opportunities.

Conduct information interviews with people—including hiring managers—in fields of work that interest you. Join professional associations that allow you to meet and network with people in your career field. Contact employers for their brochures and company information.

4. Find a mentor who will provide guidance and motivation.

Seek mentors in your field of work and outside of your profession. Yes, you can have several different mentors. Choose mentors who are inspiring examples of the kind of person you aspire to be. Simply ask them to be your mentors. Most will be flattered and eager to help you.

Where to find mentors? Look at your place of business, professional associations, church, and among family and friends. Ask others for recommendations. Napoleon Hill, author of *Think and Grow Rich*, spoke of the advantages of forming a “mastermind alliance.” This is a group of people with varied skills who can help you achieve your goals. You can form a brain trust of people who support you and your dreams.

5. Study, read, and learn everything you can about your job and career field.

Take advantage of company training programs and local continuing education classes. If you read one book a week in your field of work, that will be over 50 books in a year. This will set you apart from your competition and you will be on your way to

becoming an expert in your field. You can also listen to books on tape when you're too busy to read.

6. Commit yourself to doing a great job.

Be willing to go the extra mile. Work hard and show your employer that you are dedicated to your job. Be a dependable employee who can be counted on.

Become known as a person of high character and integrity. A good reputation takes time to build, but can be destroyed overnight. Establish an excellent reputation both as person and professional. It will follow you wherever you go and will bring much success and happiness.

STUDENT COMMENT

"I now know how to open the door to a world of jobs which I did know how to do before taking this course. I have a good understanding of who I am and a firm understanding of what I need to do to be successful in life and how to get the job I want. I plan to take everything I learned in this course and apply it to everyday life."

—Cody Glasscock

7. Take excellent care of your physical and mental health.

Maintain your vitality by eating healthy foods, exercising and getting proper rest. Balance your life with healthy and enjoyable recreational activities, time with family and friends and a spiritual life that provides inner strength.

8. Avoid drugs and go easy on alcohol.

You need a clear mind with an ability to focus your attention on the task at hand, to be successful. No one can achieve greatness in sports, business, or any endeavor without the ability to concentrate. Drugs and alcohol scatter and weaken the mind. A clear mind produces clarity of thought which results in positive actions. Positive actions will bring you success.

There are many visualization, meditation, and biofeedback techniques that can increase your power of concentration.

9. Stay positive, motivated, and inspired.

You may encounter prejudice from certain people and many other obstacles in the workplace. Avoid negative people and events which drag you down, as much as you can. It is important to learn to get along with others who have different values and who see life differently than you do. There is great diversity in today's workplace which demands adaptability and the ability to work as a team member.

Read inspiring biographies of others who overcame obstacles to success. Listen to tapes that motivate and uplift you.

10. Build a portfolio of your accomplishments.

Before leaving any job or position, request a letter of recommendation from your supervisors. Keep all of your letters and performance evaluations. These letters and

evaluations should become part of a portfolio that you are building. Include articles by and about you and any example of performance excellence. Take your portfolio to job interviews and present it when you are being considered for promotions.

You are moving closer to your graduation date. You and your family made sacrifices and worked hard to get you to this level of achievement. You will soon start your professional career. A new beginning awaits you. If you apply the ten steps in this article, you will increase the odds of having a fulfilling career and life.

SHOULD YOU GO TO COLLEGE?

It is becoming increasingly difficult to find a good career without education beyond high school. Some careers require a four-year college degree or more. There are also good jobs on a vocational track that require a one-year certificate or two years associates degree. The military can also be an option to acquire additional training if you can get the training you want.

Research studies show that with a college education you are likely to experience less unemployment and a higher income than the average high school graduate. It does not mean you will become wealthy, but more education increases your opportunities to get a good paying job that you will enjoy doing. In other words, a good education can open doors for you, but then you will need to work hard and deliver.

If you feel no motivation to attend college after high school graduation you might consider working for a while and then going to college later. For some this may be a good option, but for others it is best to continue after high school. This is a decision only you can make so weigh it carefully.

ACTIVITY 11.6 List three benefits that you feel you will gain by going to college.

1. _____
2. _____
3. _____

If you choose to work for a while, even at a job that is not enjoyable and which you consider temporary, give it your best. Build a reputation as someone with a strong work ethic who does a good job. Leave every job in a way that you can get a good reference from your former employer. If possible, get a letter of recommendation before you leave the job. Your former employer could die or you could lose contact and it will be of value to have his or her recommendation in writing.

In the last segment of this chapter I will be asking you some questions. When you can answer “yes” to these questions you have found the right career. This segment will introduce you to the idea of finding your mission which will be covered in more detail in the next and last chapter.

THE RIGHT CAREER

If you can answer “yes” to the following questions you have discovered the right career for yourself:

1. **Does this vocation support, express, and fulfill my mission?** Your mission is the number one positive difference in the world that you want to make. It is the mark or footprint you want to leave behind and the main work you came in this world to do. Other jobs that you had along the way will often serve as stepping stones and preparation for your true vocation.
2. **Does it allow me to use my best talents and favorite skills?** Your talents are natural abilities which either come easily to you or you can develop them much easier than trying to acquire talents you don't have.
3. **Does this work energize and inspire me?** This career will make you feel alive and time will seem to fly when you are doing it?
4. **Does it benefit me and others?** Both are necessary or you will lose interest after a while.
5. **Do I feel passionate about doing this work?** Your heart will be in it and the work will be exciting. You will feel that this work really matters.
6. **Do I delight in doing this work? Do I love and do it well?** The right livelihood will bring you much joy and you will do it well. There will be times when you feel as if the creativity and work are effortlessly flowing through you. It will be expressed from deep within and from the core of who you are.

If you answered “yes” to these questions you have found your true vocation. At least you know what it is even if you are still in pursuit of actually doing this work. If you have not discovered the work that is right for you, then keep searching. The answers are within you. Rumi, the mystic poet, put it this way, “Everyone is born for some particular work and the desire for this work is in every heart.”

Self-knowledge will lead you to your right work. Self-reflect by examining your life experiences to see the clues. What are the lessons from your life? What do your life experiences reveal to you about what you love and do best?

Your true work and mission will bring out the best of your potential, your fears and obstacles will be overcome or will melt away, and it will fulfill you. When you discover a purpose and mission larger than yourself it will change your life. When you discover a career that can help you to fulfill your mission you will have also found your true calling and right work.

Resources to create the job you want:



1. *How to Create the Job You Want* by Raymond Gerson.
This small booklet is available in the amazon kindle store.



STUDENT COMMENT

“Before reading this book I had no idea what a hidden job market was or that it existed. Now I have the information to use all kinds of resources to find a job or even to create one of my own.”

—Ashley Miller

SUMMARY OF MAIN POINTS IN CHAPTER 11

-  What you are doing in the present is creating and influencing what your life will be like in the future.
-  Seventy percent or more of all job openings are not advertised and are part of the hidden job market.

-  It is possible to create a job for yourself even where no job opening exists.
-  You will have found your true calling and vocation when you discover a mission you love fulfilling.

In the last chapter you will learn more about how to become the person you want to be and how to make a positive difference in the world.

CHAPTER 12

BECOME THE PERSON YOU WANT TO BE AND MAKE A POSITIVE CONTRIBUTION

Chapter Objective: *To gain ideas for developing a healthy self-image, strong character, and becoming the person you want to be. To learn how to live a life that really matters for you and for others.*

In this final chapter you will be learning how to develop your self-image and character which are necessary for true success in life. Success is probably due to about 80% mindset and 20% know-how or strategies. Even if you have learned the greatest strategies for success they will not be effective if you do not use them. Without a success mindset (a “can-do” attitude) and a healthy self-image people will usually sabotage their success. That is they tend to self-destruct or block themselves from achieving the very success they are pursuing.

You will also be learning about character development. Good character is important for a successful career and life. You have probably seen stories on the news about people who seemed very successful, but blew it due to character flaws. They may have been making lots of money or been at the top of their field, but they came tumbling down because of unethical or illegal activity. They lacked integrity, were willing to compromise principles and good human values, and selfishly fulfilled their desires with a disregard for the pain they were causing others. This is not true success. It can take time to develop a good reputation so that people trust and respect you, but you can lose it overnight if you haven’t developed good character traits. The good news is that self-image and character can be developed.

Finally in this chapter, you will consider which mission resonates with you the most and how you can fulfill it by doing work you love. You can follow your bliss or greatest joy, use your best gifts and make a positive difference for others. This will bring you joy and at the end of your life you will be able to say, “My life was well lived.”

THE POWER AND IMPORTANCE OF SELF-IMAGE

Your self-image is your total self-picture or how you see yourself. It can consist of both positive and negative images. Some of your self-image you are conscious of and other parts may be unconscious and out of your awareness. Your self-image can contain



self-imposed limitations. These are beliefs that hold you back, but can be overcome. For example, a student might see himself as a procrastinator who is unable to turn in school assignments on time. By changing his mental picture he can start seeing himself as a person who gets work done on time.

Years ago there was a book called *Psycho-cybernetics* which was written by Maxwell Maltz. This book contained major breakthrough information at the time it was published. It is still available from Amazon for two or three dollars.

What is so significant about this book? Dr. Maltz was a plastic surgeon who improved the physical appearance of thousands of people, especially those with deformities. Some of these people experienced major personality transformations following surgery. Others felt no different about themselves, even though photos revealed major improvements. Why? Because their self-image did not change. For example, some people who felt ugly before surgery still considered themselves unattractive after major improvements were made to their appearance. Dr. Maltz realized that our self-image or picture of how we see ourselves is extremely important.

The bad news is that our self-image defines and limits what we will achieve in life. We cannot consistently outperform what we believe to be true about ourselves. Our self-image determines our degree of happiness and fulfillment, success in relationships, and

our career accomplishments and satisfaction. It also impacts our physical, emotional, and mental health.

The good news is we can change and improve our self-image. Dr. Maltz concluded that 90% of people could use at least some improvement of their self-image. His book provides practical exercises for improving one's self-image and for managing our inner critic. As our self-image improves, so does our self-confidence and self-esteem, which are important for any type of success in life. A strong and healthy picture of ourselves helps us to overcome many self-imposed limitations and beliefs.

STUDENT COMMENT

"I liked the interactive activities in this course. I've seen several people in this class grow. Some are more open and others seem more intuitive and aware. I see things about myself and others that I never knew existed. I enjoyed getting to hear other's perspective about me that I was unable to see before."

—Chris Harrison

CELEBRITY AND SELF-IMAGE

Fame is not a substitute for love. And talent alone will not make us happy if we have a poor self-image. Fans of celebrities sometimes project back to them the image or picture they see. This image may be very different from who the celebrity actually is as a person. Without a good sense of self the celebrity might even think that he or she is like the picture that the fans have in mind.

Enormous success, talent, and fame can be difficult to handle without a positive and healthy self-image. Without a strong and positive self-picture, celebrities might feel that they are not enough and then try to disprove it by pushing hard for perfection. It is beneficial to improve ourselves, but being driven to perfection can create a state of unhappiness, discontent, and feelings of unworthiness.

Our society places a high value on outer trappings of success—money, fame, power, talent, and appearance. It might seem to some people that these outer trappings would bring happiness and positive self-regard. And yet we have all witnessed celebrities and others who have "it all" and still do not feel good about themselves. They may actually

be very lonely among thousands of fans, unhappy with who they are offstage, and push for perfection instead of enjoying realistic self-improvement.

For some people, no matter what they do or achieve it will never feel like enough. This is usually due to a poor self-image and a feeling of “I am not good enough as I am.” This can translate into a feeling of “I am not worthy of love and a truly successful and fulfilling life.”

Enormous outer success does not in and of itself help us to conquer our inner demons. Each of us must learn to manage our inner critic. Our life is meant to be a heroes’ journey and each of us must become like brave warriors who slay our inner dragons.

By embracing and accepting both our strengths and weaknesses we can make peace with ourselves. We can continue to improve without expecting to become perfect. This is a true form of success which can bring the happiness we are all seeking. Albert Schweitzer put it like this, “Success is not the key to happiness. Happiness is the key to success.”

ACTIVITY 12.1 List five things you like and accept about yourself which you consider strengths.

1. _____
2. _____
3. _____
4. _____
5. _____

ACTIVITY 12.2 List three things you do not like about yourself which you consider weaknesses.

1. _____
2. _____
3. _____

Acknowledge your strengths and give yourself credit for these attributes. See if you can accept yourself as a worthwhile human being in spite of your weaknesses. This does not mean that you do not keep trying to improve, but lack of acceptance of your flaws or what you don’t like about yourself can hold you back from the success you deserve.

One part of a person’s self-image can be positive. For example, they may have a picture of themselves as a successful person and feel deep inside that they are worthy of success. It will be likely that they will be doing very well in their career. This same person could have a negative self-image when it comes to having a great love relationship and deep down inside feel unworthy of being loved. It will be likely that a great relationship will elude this person. You can probably think of a famous person who makes millions of dollars and has a successful career, but who has one

failed relationship after another. This is why it is important for you to build an overall healthy self-picture to overcome any self-imposed limitations. Let's look at how this can be done.

HOW TO ENHANCE YOUR SELF-IMAGE



Our inner critic is a major obstacle to experiencing a successful and fulfilling life. All of us hear the voice of this critic at times. It takes the form of inner dialog and negative self-talk. This is the voice that says, “You can’t do it” or “You are not worthy of achieving your dreams.”

As we strengthen and improve our self-image we also diminish the power of our inner critic. This helps us to overcome our resistance (which is often at a sub-conscious level) to achieving our dreams. As our self-worth increases our limiting beliefs are changed into positive beliefs. We start believing in our worthiness and great potential.

What is something practical that we can do to enhance our self-image? Dr. Maltz, author of *Psycho-cybernetics*, asked people to go into the theater of their mind each day and play mental movies. Visualize yourself sitting in a theater looking at a large white screen. Then see yourself on the screen acting and feeling like the person you want to be. Also replay movies of yourself experiencing past successes. Our self-image is influenced more by pictures than words.

We become what we consistently contemplate upon. By frequently reliving your success experiences you reinforce an image of yourself as a successful person. Also, when you play mental movies of yourself acting as the person you want to become, you begin to see yourself in that way. We behave like the person we believe ourselves to be. When you enhance your self-image, your life improves from inside-out. This is one of the great secrets for finding happiness and fulfillment.

So using internal visualization and seeing yourself in your mind’s eye as the person you want to be can help to improve your self-image. You can also improve your self-image by continuously setting and achieving small goals. This will give you a feeling of success and build your self-confidence and self-esteem.

ACTIVITY 12.3 Practice going into the theater of your mind that Dr. Maltz talked about. Imagine a blank movie screen and you are the only one in the theater. Now for a few minutes see yourself on the screen being the person you want to be. See yourself calm and confident.

If you are going to a job interview or any situation that causes you anxiety you can practice this method. You can practice seeing yourself in the interview doing well. This method is one way to improve your self-image. Keep improving your internal self-picture of yourself so that it supports your success.

BUILDING CHARACTER GIVES YOU A STRONG FOUNDATION

If a house is built on a weak foundation it can easily fall down when strong winds come. These winds are like the temptations and difficulties that life can bring your way. Character, which has to do with your positive inner qualities, is the foundation upon which

your skills, talents, and strategies must be built for you to achieve lasting success. Without strong character you are likely to misuse your talents.

Your inner growth will determine the person who you become and are becoming. As you become a better and better person, you will also usually do better in your relationships, career, and finances. Your inner growth can bring you the happiness that you might miss out on if you only focus on material things and success. Your personal development is the springboard to a better life for yourself and for those whose lives you touch.

STUDENT COMMENT

“All in all, this course has helped me both inside and out. I feel like I know myself better as a person which includes accepting both my good and bad qualities. I know what I’m good at and plan to utilize those skills by helping others in every way possible. The satisfaction I have from declaring a major and feeling like school has more purpose is liberating.”

Amanda Houghton

SOME CHARACTER TRAITS THAT CAN BE DEVELOPED (A PARTIAL LIST)

- **Honesty and Integrity.** Honesty builds your self-respect and the respect you get from others. It takes time to earn trust, but it can be lost quickly. Integrity includes honesty and includes your values and principles.
- **Forgiveness.** You can find the courage to forgive yourself and others. This will bring you peace of mind. Lack of forgiveness and feelings of resentment can be a block to your creativity, destroy your health and hold you back from reaching your potential.
- **Responsibility.** This means you respond to the situation before you that needs to be done. It means you are willing to step up to the plate and get into the game.
- **Courage.** You will need courage to do what you feel is right and to go ahead in spite of your obstacles. Courage does not only mean that you have no fear, but it also means you go ahead and do the right thing even if you are afraid.
- **Compassion.** You can feel for others who are suffering and take action to help them.
- **Humility.** You can be humble and self-confident at the same time. To be humble means you are not full of yourself and your own self-importance. A humble person does not think he is better than others.
- **Love.** When love is awakened in you, other good qualities such as joy, inner peace, and courage develop automatically. Love helps you to see that we are all interconnected and worthwhile.

ACTIVITY 12.4 List three more character traits below that you would like to further develop.

1. _____
2. _____
3. _____

Your choices and actions reveal your character and who you are as a person. When you piece your small habits together, it shapes who you become. By changing your

thoughts, you can change and improve your habits or actions, which are creating the person you are becoming.

THE POWER TO MAKE A DIFFERENCE COMES FROM WITHIN

The kind of person you are and are becoming determines how you see others. How you see yourself and others is influenced by your own inner qualities. Also, how you perceive others will determine what influence you will have on them. Do you see people as worthwhile human beings with great potential or as con artists who want to take advantage of you? Your perception determines your influence and is even more powerful than what you say, although what you say will be an expression of who you are. What do you want your legacy or mark or footprint on the world to be? This will depend on your personal development and the mission you choose to fulfill.

ACTIVITY 12.5 Name three people you can think of (living or dead) who made a positive difference because they were a fine human being.

1. _____
2. _____
3. _____

ACTIVITY 12.6 What were the characteristics that you admired in these people that made them so effective?

“What is it you plan to do with your one wild and precious life?” The poet Mary Oliver asks us to reflect on this question in one of her poems just after reminding us that we all have to die and soon.

Time is passing quickly and your life is precious. This is why I encourage my students to follow the advice of Joseph Campbell who said, “Follow your bliss.” Why not pursue career and other goals which will bring you the greatest joy?

FOLLOW YOUR BLISS AND MISSION

“Follow your bliss” was Mythology Professor Joseph Campbell’s reply when his students asked him, “What should I do with my life? What should be my vocation?” In other words, his message was to follow your heart and do work that brings you the greatest joy.

Your mission is a calling or higher purpose that you feel inspired to fulfill. A mission is any worthwhile purpose for which you feel a deep sense of commitment and connection. It will usually involve a cause you feel deeply about and use talents that bring you joy.

Dr. Jane Goodall, the scientist who became well-known for her work in Africa with gorillas and chimpanzees, discovered her mission at a young age and had the courage to follow her bliss.

Fascinated by reading books about Tarzan, Jane Goodall at age 11 began to develop a longing to go to Africa to live among and study animals in the wild. Eventually, under the influence of famed anthropologist Dr. Louis Leakey, she became a scientist who spent years observing gorillas and chimps in their natural habitat.

Whereas her earlier mission had taken the form of studying animals in the wild many hours a day for years, it took on a different form over the past 20 years. As many animal species started becoming extinct or greatly reduced due to climate change, unnecessary killings, and other factors, she began to travel extensively to teach others how to protect the environment and animal species. She travels over 300 days a year to spread her message, especially to young people and students who often receive her as if she were a rock star. Many in her audience become actively involved in protecting animal species and the environment because of Jane Goodall's passion and example.

The great love and compassion for animals that Dr. Goodall has was evident from her childhood. She has always been on a mission to help them, but her role as a scientist and observer diminished and her role as a teacher increased because she felt the need and inner calling to do so. Examples like hers can inspire us to discover our own mission, follow our bliss, and live our dream.

ACTIVITY 12.7 You just read an example of Jane Goodall's mission. Name three other famous people and their missions. This is a way to understand what a mission is so you will be able to start thinking about your own.

Famous Person

Mission

- | | |
|----------|-------|
| 1. _____ | _____ |
| 2. _____ | _____ |
| 3. _____ | _____ |

DISCOVERING YOUR MISSION

The world is facing major problems today such as global hunger, poverty, economic problems, global warming and other environmental challenges, health care problems, educational issues, weapons of mass destruction and wars, overflowing prisons, crumbling infrastructures and the list goes on. You can either feel discouraged by these problems or see them as maps of possibilities for change. Problems call for solutions and crisis is the flip side of opportunity. Many people have discovered work they feel really matters and even their personal mission by deciding to tackle a particular problem. You can do the same.

Earlier you wrote a work purpose statement. This might be the same as your mission or it could be somewhat different. A mission can go beyond a work purpose or work itself. It is what you want your life to be about. For example, someone said that Martin Luther King's mission was to be a drummer for justice. There is no such job or job title, but it meant that his mission was to take a stand against injustice, persecution, and discrimination. This was not only his work, but his life. Do you get the idea?



Edward Everett Hale said, “I am only one, but I am one. I cannot do everything, but I can do something; and I will not let what I cannot do interfere with what I can do.” Your life can make a difference for others and this will bring you much joy. You can

STUDENT COMMENT

“I came into this class with absolutely no idea of what I wanted to do with the rest of my life. I feel like I now know who I am and what I’m capable of.”

—Sarah Nitchman

leave the world a little better because you lived and took positive action. What is life calling you to do? Do you have a great idea or vision that can bring out your best? Do you have a special gift you want to share with others? This can be your personal mission. It will be the vehicle by which you express your unique abilities to make a positive contribution.

An individual mission is a calling or higher purpose that you feel inspired to fulfill. It includes your goal, vision and main purpose. A mission will take you beyond yourself to a greater sense of purpose. When you discover your mission, your life will take on new meaning, and you will automatically feel motivated to fulfill your mission.

A mission may take the form of a career, volunteer work, parenthood or a hobby. One person’s mission may be to add beauty to the world through art, music or some other means. It could involve helping young people to get off of drugs, or to help them acquire a quality education. A mission is any worthwhile purpose for which you feel a deep sense of commitment and connection. It usually involves a cause you feel deeply about and uses talents that bring you joy.

You may not know your mission yet, but it is not too early to begin giving it some thought. It also may change and develop as you get older. Think about how you would like to make a contribution to others. Is there a problem, need, or dream others have that you feel passionate about? A need you would love to fulfill?

Think about your goals and skills you want to use. Think about the types of populations you would most like to help.

Here is an example of a brief mission statement that I wrote, **“To teach others to discover their talents, potential, and calling so they can fulfill their dreams and make a positive difference in the world.”** I have been able to serve this mission in many different career roles because it is not restricted to only one career or title. Now it is your turn to give it a try in the next activity.

ACTIVITY 12.8 Write a brief mission statement in the space below. Keep in mind that it can change as you become clearer about your personal mission.

Your mission and work purpose statement may be the same, but they can also be different. A mission can include more than a work purpose and it is not necessarily work related. For example, Martin Luther King was “a drummer for justice” which was both his work and life mission.”



Now add your mission statement to your career portfolio in the Appendix. There is a place for it.

GIVING LIFE YOUR BEST

“Full effort is full victory.” These were the words of Mahatma Gandhi whose efforts freed India from British rule.

Achieving your worthy goals is good, but failure to reach a goal does not necessarily mean your effort was in vain. Gandhi is saying that you will be a winner in the game of life if you give your best effort regardless of the outcome. Don't expect perfection or compare yourself to anyone, but just be the best you that you can be. A big mistake that many make in life is to compare their weaknesses to other people's strengths. It is much better to discover your own strengths and then to use them.

Who you become due to your effort is more important than what you get from it. Did your effort toward a goal make you a better human being? Did giving the best of yourself build strong character? Did you learn anything worthwhile that will help you and others? If you answered “yes” to these questions then you are victorious.

Knowing in your heart that you gave full effort will bring you a certain peace of mind and satisfaction. This is not to say that you should not desire a successful outcome. However, if you concern yourself with the effort, the results are likely to occur. If your focus is on learning, growing, and improving you will get better at anything you do. On the other hand, if you try to avoid failure and mistakes or strive for perfection, you will limit your own growth opportunities. People who fear failure often avoid the very challenges that could stretch them to new heights.

You can approach your education and life as a journey and opportunity to learn and improve yourself. Or you can only concern yourself with grades and then miss out on many learning opportunities. If you work hard and focus on learning, your grades are likely to get better as a result. Students who are overly concerned with grades and with avoiding mistakes or failure often bypass hard courses and challenging opportunities which could have provided great learning experiences. They hold back, play it safe, and don't give their best so they can say, “I didn't really try.” Others look at so-called failures and mistakes as feedback for their self-improvement and they make a full effort for the learning experience.

Give yourself credit for making an all out effort and value the learning, growth, and improvement even if it's small. Give the best of yourself regardless of the outcome and you will be a winner in the game of life.

What follows is an article that I wrote originally for one of my Web sites. I hope it will inspire you to discover and bring out your own greatness.

HOW TO AWAKEN THE GREATNESS WITHIN YOU

The power to make a positive difference comes primarily from within. It has more to do with who we are than what we say. This is why Mahatma Gandhi said, “My life is my teaching” and “Be the change you want to see in the world.” Our example speaks louder than words, but our words are also a reflection of who we are as a person.

Gandhi is a great example of someone who transformed himself and the lives of many others when he shifted from self-consciousness to other-consciousness. From childhood to early adulthood, Gandhi felt awkward and self-conscious. He was shy and

STUDENT COMMENT

“I feel like I have grown so much from this class. When I first started this class I came in unknowing, confused and anxious. However, later in the semester I became more focused, resolved, more confident and less anxious.”

—Michelle Lorge



STUDENT COMMENT

“This course literally changed my life. It is the only time in my entire life that I have taken the time to stop and consider what I had achieved so far and what I want to achieve in the remainder of my life. As time goes by, I will think about my classmates and wonder what they are doing. I hope each of them will pursue their dream.”

—Sarah Grizzard

had many fears. Only when he became captivated by a passionate mission—a sense of purpose larger than himself—was he able to transcend his fears.

Gandhi’s compassion for the Indian people and his desire to free India from British rule became a burning desire that transformed Gandhi into a man of great courage, love, and inner strength. His life’s purpose took him beyond his petty self-concerns and self-imposed limitations. He became a great leader who inspired a nation to fulfill his mission.

Success and happiness that eludes us when we seek them directly will frequently come when our focus is on contributing to others. We need to get out of our own way and allow the power within to be expressed.

How to Find a Great Purpose

Many of us want to make a positive contribution. We want to know that our having lived on this earth made a positive difference in the lives of others. Your positive actions can inspire others to glimpse their own potential and to become what they are capable of becoming. This brings joy, meaning, and fulfillment to your life.

STUDENT COMMENT

“By the end of the course we took the Post Course Assessment and my score had more than doubled. It is such a confidence booster to be able to see tangible results and know I am one step closer to reaching my goals. I feel truly blessed to have taken this course. My path was hidden by a thick fog and I needed help to see the next step ahead of me. It feels rewarding to have sure footing on that next step and to take it with confidence.”

—Stacie Wollham

You may be wondering, “Okay, fine, but how am I supposed to find a great purpose that transcends my fears and self-concerns?” First, take a look at the multitude of problems and needs in the world. Which ones do you feel passionate about? Are there problems in the world that make you angry or sad? What inspires you to act? What impact do you want to have on the world? How could you use your talents to contribute to humanity? Answering questions like these can help you to discover how you want to be of service.

Your Enormous Potential

Many psychologists have said that most people use only a small percentage of their brain power and creativity. Enormous resources are within each of us, but they often remain dormant until we find a purpose that transcends our self. We move then from self-centeredness to focusing on our unique way of helping others.

Like Gandhi, we can also rise above our weaknesses and liberate our dormant potential when we decide how we want to be of service. This is the secret for awakening the greatness within you.

WHAT WILL BE YOUR DESTINY AND LEGACY?

The interesting thing about Gandhi was that he was shy, awkward, and lacking in self-confidence as a young man. Once he became passionate about a mission and focused on

helping others, he was transformed. He rose above his petty fears and self-consciousness and discovered a mission which brought out his best.

One source of happiness is being of service and helping others. This does not mean you must become a social worker, nurse, or counselor to be of service to others. A business person, architect, auto mechanic, medical lab technician, and people in almost any profession can be of service directly or indirectly.

When you use your best skills in a profession that you love, you also experience joy. Your education can be the key that unlocks the door of opportunity leading you to this work and allowing you to fulfill your mission.

ACTIVITY 12.9 When you come to the end of your life how would you like to be remembered? What would you want people to say about the person you were and your accomplishments? What do you need to see looking back on your life to feel that it was well lived?

Now add what you said about how you want to be remembered to your career portfolio. There is a place for it in the Appendix.







The Difference One Life Can Make

My students often ask me if one life can really make a positive difference for others. “Can my life and what I do make a difference?” “Why not?” is usually my first reply. It is not the number of people whose lives are touched and positively affected by you that matters. It is the quality, not the quantity of your touch that can make your life purposeful, worthwhile, and well lived.

Small actions can make a big difference. You may be familiar with the “Butterfly Effect.” A scientist named Edward Lorenz discovered that butterflies flapping their wings in one part of the world produce wind currents in another place which can even result in hurricane force winds. An action so small and yet it causes a huge outcome. This is not only true for butterflies, but even more so for you and me. One life, your life, can make a difference.

SUMMARY OF MAIN POINTS IN CHAPTER 12

-  Character and a healthy self-image are important foundations for you to build success upon.
-  The power to make a positive difference will come from within you because your influence will be the result of the person you have become.
-  Give life your best, but don't expect perfection. Be the best that you can be.
-  When you find a purpose or mission larger than yourself, you will create a life that is fulfilling and makes a difference for others.






Your Name _____

POST-COURSE ASSESSMENT

Now take the Post-Course Assessment and compare your scores to the Pre-Course Assessment you took before you started Chapter 1.

This questionnaire is not a test. It is an opportunity for you to confirm what you now know and what topics you need to review further in this book. It will help you to see areas of career development you already know something about and other areas that you will need to learn. Please be honest where you see yourself now.

Read the statements below and give yourself points for each one. Use the point system below, and then add up your total points for each of the 12 topics. Then add up all of your points for an overall total score.

-  **5 Points** The statement is mostly or always true
-  **4 Points** The statement is often or frequently true
-  **3 Points** The statement is sometimes true
-  **2 Points** The statement is rarely true
-  **1 Point** The statement is never or almost never true

POST-COURSE ASSESSMENT

1. Talents and Skills

- A. ___ I can explain the difference between a talent and a skill.
- B. ___ I can identify and list at least five ways to discover my talents.
- C. ___ I can name and list my three best talents in order of importance.
- D. ___ I know and can list my strongest and favorite skills.
- E. ___ I have identified my three best personal traits and the three that need the most work and development.
- F. ___ I can list at least five of the most important skills employers want in their employees.

Total _____

2. Interests and Values

- A. I can name my three greatest interests and some careers that match my these interests.
- B. I have identified three or more needs in the world that I would love to fill and some careers that serve these needs.
- C. I have identified and can list my three most important values.
- D. I have identified my three favorite and least favorite working conditions.
- E. I can name several careers that match my interests, values, and personality type.
- F. I know my personality type and Holland Code according to John Holland's theory of personality type.

Total _____**3. Goals and Types of Intelligence**

- A. I have clear goals for what I want to accomplish in life and they are in writing.
- B. My goals have deadlines or dates of completion.
- C. I have short, medium, and long-term goals.
- D. I have clear goals in at least four categories: educational, career, financial and personal.
- E. I know several time management strategies and use them regularly.
- F. I know what are my strongest types of intelligence according to Howard Gardner's theory of Multiple Intelligences and I know how to use them.

Total _____**4. Career Research**

- A. I am familiar with O*Net and the State's Career Cluster Web sites and how to use them to research careers.
- B. I am familiar with the 16 career clusters developed by the U.S. Department of Labor, and I have identified three that interest me.
- C. I know how to find recommended plans of study for the career clusters that interest me.
- D. I have identified my work purpose and written a work purpose statement.
- E. I know what an informational interview is and how to conduct one.
- F. I know the top three careers that I want to explore further.

Total _____**5. Resumes and Job Search Strategies**

- A. I can list five or more trends and changes in the job market.
- B. I know what is most important when filling out a job application.

- C. I know how to create an excellent resume, and I have one completed that is up-to-date.
- D. I know how to write an excellent cover letter to send with a resume.
- E. I know several effective job search strategies and how to use them.
- F. I have identified several geographic locations where I will want to work and I know how to conduct a long-distance job search.

Total _____

6. Job Interviewing and Salary Negotiation

- A. I know typical questions that most employers ask during a job interview and how to answer them.
- B. I can list five or more tips for how to do well in a job interview.
- C. I have identified my past mistakes in job interviews and know how to correct them.
- D. I know what talking points are, and I have a list of them to use for job interviews.
- E. I know questions that are appropriate to ask a first interview and in follow-up interviews.
- F. I know how to effectively negotiate a salary with an employer.

Total _____

7. Social Media Job Search

- A. I know how to use social media and online resources to find a job.
- B. I have an excellent profile on LinkedIn.
- C. I understand the benefits of using these resources.
- D. I know how to build my personal brand.
- E. I understand how to attract employers and recruiters through online media.
- F. I know how to protect my online privacy and reputation.

Total _____

8. Becoming an Expert

- A. I understand the importance of doing the right type of practice and I am familiar with Anders Ericsson's purposeful and deliberate practice.
- B. I can list the four steps of purposeful practice.
- C. I understand the most important purpose and goal for doing an apprenticeship.

- D. ___ I can list advantages and disadvantages of being an expert in one profession versus having a few skills from several fields.
- E. ___ I know what is meant by retrieval learning practice and know how to use it.
- F. ___ I know how to use elaboration as a self-teaching tool.

Total _____

9. Self-Employment

- A. ___ I am very clear about whether or not I want to have my own business.
- B. ___ I understand the advantages and disadvantages of self-employment.
- C. ___ I understand the different types of self-employment.
- D. ___ I know my self-employment strengths and weaknesses.
- E. ___ I know the questions to ask before starting a business.
- F. ___ I know many ways that I can market my own business.

Total _____

10. Leadership

- A. ___ I know a good definition of leadership.
- B. ___ I know the characteristics of great leaders.
- C. ___ I understand my leadership strengths and weaknesses.
- D. ___ I can list several benefits of becoming a great leader.
- E. ___ I know the questions to ask if I want to influence others.
- F. ___ I can name several great leaders and some of their leadership characteristics.

Total _____

11. Create the Job and Life You Want

- A. ___ I understand what the hidden job market is and how to find it.
- B. ___ I know how to create a job where no job opening exists.
- C. ___ I know how to create and write an employment proposal to create the job I desire.
- D. ___ I know the steps needed to start a business of my own.
- E. ___ I know the questions to ask to determine if I have found the right career.
- F. ___ I know how to get the courage to pursue my dream job, career, or own business.

Total _____

12. Become the Person You Want and Make a Difference

- A. ___ I know how to develop a strong and healthy self-image.
- B. ___ I am improving myself and my character on a regular basis.
- C. ___ I have identified the character traits that I want to develop.
- D. ___ I know my purpose and mission in life.
- E. ___ I know how to create the life I want and make a positive contribution.
- F. ___ I know how to awaken the greatness within me.

Total _____

Overall Total Score _____

How did your scores compare to the first time you answered these questions? This post-course assessment gives you one way to measure your progress and to see how much more you know about the topics in the book and what it takes to find, obtain, and maintain a successful and fulfilling career.

CONCLUSION

You have come a long way in a short time. You have learned much more about yourself and your special gifts and abilities. You have started exploring careers that are a good match for you and have learned how to get or create the job you want.

You can make good use of the information in this book/workbook now and other parts will come in handy when you start interviewing for your professional career. I wanted to give you a complete manual of everything you will need to discover and get the career and job you desire.

You have recorded in this book/workbook much valuable information about yourself and how to research and find a fulfilling career. Refer back to it when you need the information, keep building and updating your career portfolio, and by all means apply what you have learned.

I would love to hear how this book has benefited you. Also let me hear from you when you get your dream job. You can contact me at raymond@raymondgerson.com

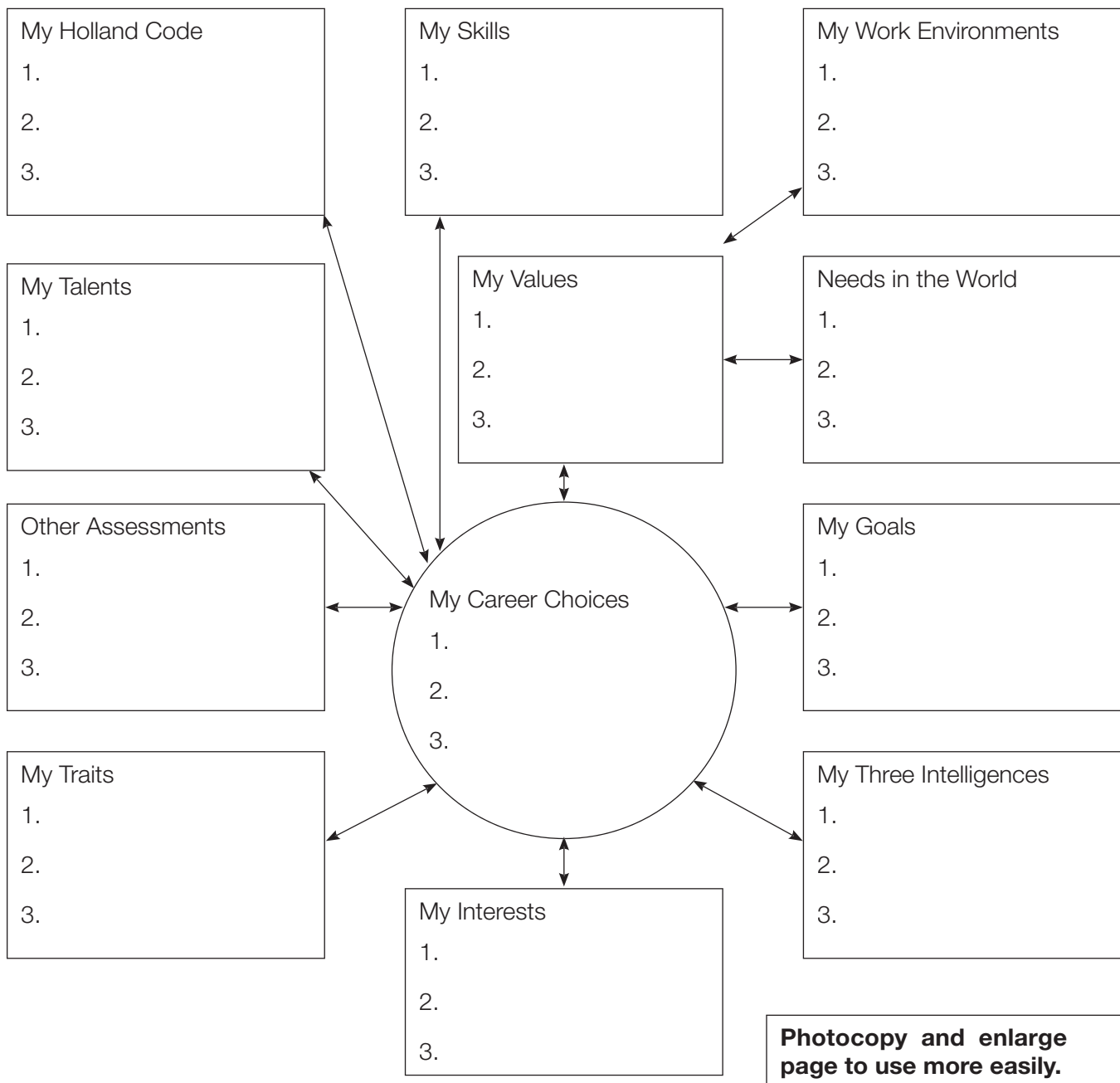
All of the best success and happiness to you in your career and on your life journey.

APPENDIX 1

CAREER PORTFOLIO

MIND MAP

Fill in the numbers below



JOB APPLICATION FORM

Instructions: Print clearly in black or blue ink. Answer all questions. Sign and date the form.

Personal Information:

First Name _____

Middle Name _____

Last Name _____

Street Address _____

City, State, Zip Code _____

Phone Number

() _____

Are you eligible to work in the United States?

Yes _____ No _____

Have you been convicted of or pleaded no contest to a felony within the last five years?

Yes _____ No _____

If yes, please explain _____

Position/Availability:

Position Applied For: _____

Days/Hours Available

Monday _____

Tuesday _____

Wednesday _____

Thursday _____

Friday _____

Saturday _____

Sunday _____

Hours Available: From _____ to _____

What date are you available to start work?

Education:

Name and address of school – Degree/Diploma – Graduation Date or projected date

Skills and Qualifications: Licenses, Skills, Training, Awards

Employment History:**Present or Last Position:**

Employer: _____

Address: _____

Supervisor: _____

Phone: _____

E-mail: _____

Position Title: _____

From: _____ To: _____

Responsibilities: _____

Salary: _____

Reason for Leaving: _____

Previous Position:

Employer: _____

Address: _____

Supervisor: _____

Phone: _____

E-mail: _____

Position Title: _____

From: _____ To: _____

Responsibilities: _____

Salary: _____

Reason for Leaving: _____

May we contact your present employer?

Yes _____ No _____

References:

Name/Title Address and Phone

I certify that the information contained in this application is true and complete.

I understand that false information may be grounds for not hiring me or for immediate termination of employment at any point in the future if I am hired. I authorize the verification of any or all information listed above.

Signature _____

Date _____

RESUME

Name:

Address:

City, state and zip:

Email:

Objective:

Education:

Employer History:

Company and city:

Title:

Responsibilities:

-
-
-

Company and city:

Title:

Responsibilities:

-
-
-

Company and city:

Title:

Responsibilities:

-
-
-

Additional training:

Other skills:

Awards and honors:

MARKETING INFORMATION FORM

Date of contact: _____

Company: _____

Title: _____

Address: _____

Phone number(s): () _____

Fax: () _____

E-mail: () _____

Highlights of discussion: _____

Additional information and referrals: _____

Follow-up action taken: _____

MY TALKING POINTS

1. _____

2. _____

3. _____

My work purpose statement is: _____

My mission statement is: _____

How I want to be remembered: _____

APPENDIX 2

CASE STUDY PAPER EXAMPLE

Career Exploration Course

Sarah Gomez

Case Study Paper

Walking into Professor Gerson's classroom on the first day of school this semester, I, along with every other student, exchanged perplexed glances loosely based on not knowing what to expect. I know this much – my advisor had strongly suggested taking this course, based on my uncertainty and inability to transfer to a four-year university, let alone declare a major. I expected this Career and Exploration course to consist of three things: Busy work, busy work and more busy work. I can honestly say that I have absolutely no recollection of staring at a grueling task (i.e., vocabulary sheets, map coloring – which I believe are huge mistakes made by our school boards) that wasn't *directly* associated with the course curriculum in a realistic and applicable manner. Essentially, the course focuses primarily on self-reflection which is unlike any class I have ever taken. Knowing the self and what drives it may be the most crucial knowledge a young, ambitious American can actually utilize and apply to their lives.

The puzzled faces I encountered on that first day of class are forever branded into my mind. The changes which I saw these students go through over the course of the semester are forever branded into my soul. I can remember certain people having absolutely no idea what they wanted to do with their lives become bright-eyed and ready to take on new challenges. At the beginning some of my classmates were shy of public speaking and others clueless about their skills. Now, as I look back, I see real change in my peers. I see that a certain young man has taken what he thought were silly dreams and molded them into a realistic and potentially profitable entrepreneurial challenge. I see a middle-aged woman who spent her life as a mechanic and is now considering getting her RN. I see a woman my age, steering away from her family's tradition of becoming nurses to follow her dream as a teacher. Watching these students, of varied ages and creeds, transform their self-awareness from non-existent to completely alert had a great impact on me, as well.

This course was immensely personal for me. The self-awareness I gained from this course dramatically impacted not only my conscience but also my self-image. It changed the way I see myself. I remember coming home from class one day, dumping papers all over the coffee table and ranting and raving to my roommate about everything from the envelope exercise (and how eerily close to home it was!) to the Four Stories and then to the Dream School Exercise. Every assignment seemed to have so much purpose to me. I remember thinking each one changed me a little, help me grew. Taking the Discover Program assessment played a large role in the positive outcome this course had on me. Career Planning and Exploration isn't as flowery as I'm making it seem. There

was an aspect to the course I didn't expect – actual planning! We did an entire summary, more or less, rewiring our minds to adapt to a future life. A new life. We covered everything from ideal places to live, budgeting, and salary negotiation to breaking down a typical day in the field of our choice. Personally, the most inspiring aspect of the course were the questions proposed to us about what we could do for the world. This is a concept I had never thought to associate with choosing a career path. It's actually quite relative. Professor Gerson proposed epic questions, asking us how we're going to serve the world, what our mission is and furthermore, how we intend to do it all. We were also given a packet to create, plan and assess crucial goals in and continuing throughout our lives. These goals covered every base imaginable – physical, spiritual, familial and financial – for example. The course was centered on the age-old, impossible-to-answer question: Who am I? By that, I mean we delved into ourselves. We, as a class, a team almost – we found what we wanted to know in ourselves.

Beyond the shadow of a doubt, this course is designed to slightly ease information about students out of them so that their interests and skills might be realized. A well-spent portion of our semester was spent on finding out exactly what our valuable skills are. By doing so, we were able to properly narrow the list of potential jobs choices to only those we could absolutely excel in. Everyone possesses skills, abilities and interests – we are all blessed with unique combinations of them. So, why not find out what they are? Why not pinpoint and then utilize them to make the world a better place? Unfortunately, this class also helped me realize how much time I wasted taking useless classes in random strings, never knowing what I could be put on this Earth for. I know now that it is to teach others the gift of the written word, to write so that others may also become self-aware and to use my ability to speak in some way.

The self-knowledge I've gained from this course is far more valuable than the mundane memorize-regurgitate classrooms are faced with nowadays. I feel that I can walk away from this course with a knowledge intended for the real world and a more firm understanding and awareness of who I am as well as what my skills are. If every twenty-something year old had the privilege of assessing their abilities and transferrable skills, then they'd have a greatly improved chance of finding a career about which they are immensely passionate. Personally, the tremendously insightful piece of knowledge I take from this course will be the ability to uncover a world of jobs available, that before taking Career Planning and Exploration, of which I was not aware. Professor Gerson's willingness to help each student individually and on a truly personal and sincere level also made a huge impact on me. It is quite obvious when a professor truly enjoys the subject for which he is the maestro. If ever I encounter a young student like myself in the future, I'll be sure to take Professor Gerson's advice and get them talking. It's an incredibly simple task, finding out a person's skills. Armed with an ability to find transferrable skills and to apply them in real life, I feel this course has not only helped me, but indirectly helped those around me. And for that, I am ever grateful.

NOTES

CHAPTER 1

1. Johnson O'Connor Research Foundation at www.jocrf.org does aptitude testing in several different U.S. cities.
2. Stand and Deliver was a movie made in 1988 starring Edward James Olmos playing the role of Jaime Escalante.
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Achieve College Success:

Learn How in One Semester or Less. This book is ideal for a full-semester college success course for high schools and colleges.

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This book contains a variety of elements for a successful job search. It includes tips on writing a resume, interviewing for a job, questions to ask during an interview, and networking strategies. A complementary resource for *How to Create the Job You Want*.

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- Discover how to use online resources to find a job
- Learn how to become an expert in your career
- Create a business of your own
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Sandra Y. Williams, Career Portal Teacher, Pine Trees Middle School

“I like all the different strategies presented to help students discover their skills, talents and interests. Each step helps them to delve deeper! Most students need a great deal of assistance, discovering the career that suits their aptitude and interests and these instruments and suggestions are valuable in this regard. I think every student could use this book and course in high school and as a freshman in college. Let's make it a state requirement on both levels.”

Lauralee Boudreau, CTE Counselor, Tyler ISD

“I like how the book focuses on finding a path for each individual and basically links their strengths and interest into a career path.”

Selena Garcia, Career and Technology Teacher, Judson ISD



Raymond Gerson has 50 years of experience providing career guidance to others. For the past several years he has been teaching college career planning and college transition courses for Austin Community College. He wrote **Achieve Career Success: Discover and Get the Job You Want** to help you find a career you love and do well.