



**CAREER PLANNING
AND ADULT DEVELOPMENT
JOURNAL**

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BOOK REVIEWS 2015

***Maggi Kirkbride
Book Reviews Editor***

- CAREER PLANNING
 - CAREER MANAGEMENT
 - WORK-LIFE BALANCE
 - JOB SEARCH
 - COMMUNICATION & PRESENTATION
 - ENTREPRENEURSHIP
 - LEADERSHIP & MANAGEMENT
 - SOCIAL MEDIA & INTERNET
 - PROFESSIONAL DEVELOPMENT
-

CAREER PLANNING and ADULT DEVELOPMENT JOURNAL

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Foreword

Looking Ahead with the Journal

Book Reviews Editor **Maggi Kirkbride** of San Diego, California, has assembled a strong array of book reviews this year. We sincerely thank Maggi and the authors of these outstanding book reviews.

Here is what we have planned for future issues of the Journal:

Our Future: Projections of Work and Life, with Guest Editor **Helen Harkness** of Houston, Texas.

Corporate Career Development, with co-Guest Editor **Rich Feller** of Colorado State University.

Personal Search Engine Optimization, with Guest Editor and our Newsletter Columnist **Susan Joyce** of Marlborough, Massachusetts.

Career Counseling Approaches with Clients Having Asperger’s Syndrome, Autism, ADHD, Dyslexia, or Learning Disability, with Guest Editor **Abiola Dipeolu** of the University at Buffalo, The State University of New York.

The Connection between Career and Mental Health, with Guest Editors **Seth Hayden** of Wake Forest University and **Debra Osborn** of Florida State University.

Job Search 6.0 with Guest Editor and our Newsletter Columnist **Jack Chapman** of Chicago.

Book Reviews 2016, with our Book Reviews Editor **Maggi Kirkbride** of San Diego, California.

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INTRODUCTION TO THIS ISSUE

So many books and so little time! Again, last year there were hundreds of new career books published. But, never fear, thanks to our adventurous book reviewers we have help narrowing down our personal reading lists. It has been my privilege to work with our book reviewers and I thank all of you for sharing your time and opinions with us. Some reviewers experimented with reviewing digital books for this issue, and some reviewed pre-publication galleys so Journal readers could know about new books faster. It is worth noting that the views and opinions of our reviewers belong to the reviewers alone, and do not necessarily reflect the views of their employers. This Journal's dedicated managing editor, Steven Beasley, deserves a huge thanks for being the inspiration and guide for this annual book reviews issue. We are so fortunate to have his interests, ideas and expertise working to advance our professional development. Thank you, Steven.

In this issue you will find reviews of books about career planning, life and work balance, job seeking, presentation skills, social media, and much more. Journal readers, armed with good information and resources, are positioned to offer the very best career services to others. One topic that is not covered this year is the increasing popularity of going to work by not going to work in the traditional sense. More people are working from home for their organizations or for themselves, and many are experimenting with a variety of co-working spaces. Another topic for next year is the now-building discussion about the role, delivery, expectations, and costs of post-high school education and work preparation in changing economies. Now we are hearing the good news from politicians, media and some business leaders that the U.S. and global economies are improving—except where they aren't.

I am reminded of something Dick Bolles, author of the ever green, *What Color Is Your Parachute?* said to a group of career counselors in the early 1980s. He cautioned us not to talk with people about “the job market.” He pointed out that it is only relevant and meaningful to talk about an individual person's job market: So, it is not the job market, but it is your job market.

The reviews in this Journal are grouped by chapters that are organized around a common theme using the following pattern:

- Book Purpose or Theme
- Brief Summary of Content
- Most Useful Information the Reviewer Learned from the Book
- Critique and Feedback

Contact information is provided for all reviewers. Feel free to engage with them. We are all fortunate to be able to learn and grow together. Happy Reading!

Maggi P. Kirkbride, MEd, Book Reviews Editor

About the Book Reviews Editor

Maggi P. Kirkbride designed, developed and managed adult career services programs and delivered individual and group services to transitioning workers through more than two generations of workplace and workforce change. She began her career working with displaced workers in a community college setting, and then moved to state agencies in New York and California, then various higher education and corporate settings. She also provided services for transitioning workers in private practice for over fifteen years. Throughout her career she wrote books, articles and other features about work and workers, sometimes for other professionals. She wrote hundreds of book reviews for professional, trade and consumer magazines and journals, and coauthored two business books. When the time arrived for her encore career, her main focus became writing and editing projects, including this Journal.

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Chapter 1

CAREER PLANNING

The Birkman Method: Your Personality at Work, by Sharon Birkman Fink and Stephanie Capparell. 2013. San Francisco, CA: Jossey-Bass. 240 pages. Hardcover. \$27.95

The Birkman assessment can be useful for a variety of purposes. It can help individuals focus on personal motivations, possible work paths, and/or strategies for dealing with different personalities. The assessment can help executives and teams by acknowledging strengths, exposing behaviors that are unproductive, and increasing awareness of how best to deal more effectively with a wide variety of personalities. The assessment may also be useful, at the end of a career, to help design a retirement lifestyle. The Birkman philosophy starts with the belief that all people have values, i.e., something to contribute to the workplace, family and community. The assessment is designed to identify and optimize individual potential by increasing self-awareness and the ways people interact with others. The focus is on underlying motivations that drive and inspire. The assessment also provides greater understanding of others' motivations and how to deal objectively with all types of personalities. Offered in twenty-two languages under the guidance of 3,000 consultants around the world, the Birkman has a reputation for being practical, easy to understand, and insightful.

Those who purchase a copy of this book qualify for a free Birkman assessment at a website identified in the book. When you take the 298-question assessment online you will receive a Life Style Grid Report and one of several additional topic-driven reports by email. This is an abbreviated version of the full Birkman feedback report. Like the Myers-Briggs Type Indicator, The Birkman Method delivers a useful tool for increasing self-awareness. However, unlike the MBTI, Roger Birkman's tool is focused on increasing self-understanding and creating better teams by recognizing the strengths often overlooked, or simply the latent motivators in every individual. To increase applicability and understanding, the explanations are told primarily as a series of real, business case-studies illustrating the underlying scales comprising the Birkman Method. Each case study shows how the diagnostic results of the Birkman assessment provide the metrics for workers to (1) better understand their personality, (2) increase awareness of social perceptions, and (3) identify motivators. The result should be more productive and satisfied employees. The Birkman delineates 11 personality markers that are important in self-understanding and team effectiveness. They include:

- 1) **Esteem** – relating one-on-one to individuals;
- 2) **Acceptance** – relating to people in a group;
- 3) **Structure** – systems and procedures;
- 4) **Authority** – directing and controlling;
- 5) **Advantage** – incentives and competition;
- 6) **Activity** – preferred pace for action;
- 7) **Empathy** – involvement of feeling;
- 8) **Thought** – weighing action and reflection
- 9) **Freedom** – personal independence;
- 10) **Change** – how you deal with it.
- 11) **Challenge** – self-imposed demands

The purpose is to help you not only discover your strengths, but also to learn how to make them stronger and more effective for success in *all* relationships...in your career, in your home and in your community. This book is a valuable resource for anyone wanting to know more about themselves and how they might best succeed in the real world. If you buy the book, take the assessment, and obtain the limited version of the personalized report included with the book, you can use the book as a workbook with your own scores to gain more self-awareness. However, if you want to gain a greater understanding, or use it in your private practice or a workplace setting, you will need additional training and greater understanding.

Consider this book a primer, to help determine if you're interested in pursuing further information. This book is structured as a series of chapters that are a companion guide to the full Birkman report. Packed with anecdotes about how individuals in a wide variety of companies were successful using the assessment or consulting services, the book did seem to constantly be pitching a sale for the full report. The included "free" report is only a few pages. It includes teaser content (and gets you into their marketing database). It is important to know that the book spends chapters talking about scores from the full report and how to interpret them--which is inaccessible without an additional fee. Still, you can use the free report to get basic insight that will be expanded as you read the book.

The Birkman Method offers an opportunity for almost anyone to gain the self-knowledge needed to develop much healthier and more productive relationships, not only with others but also with themselves. The Birkman Method is perfect for those who are on a quest for self-awareness. The Method helps put inner dynamics into words in a way that is easy to identify and understand. The positive perspective and focus on strengths that the method provided is a great asset. If you really like assessment instruments, I definitely recommend learning about the Birkman. It will help you understand more about yourself and help develop better ways to manage yourself through good times and not-so-good times.

Reviewed by **Judy Kaplan Baron**, PhD, master career counselor, nationally certified career counselor, registered professional career counselor (California) licensed marriage & family therapist, speaker and author. Contact her at <http://www.judykaplanbaron.com/>



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What Color Is Your Parachute 2015, by Richard N. Bolles. 2015. NY: Ten Speed Press. 353 Pages. Hard-bound. \$29.99

What Color Is your Parachute 2015 is a practical manual for job-hunters of all stripes and for people who wonder what they should be when they grow up, regardless of their age. An industry standard that has been revised every year since 1970, this job-hunting toolkit deserves to be on the desk of every career counselor and outplacement consultant. The 2015 version offers eleven chapters and six appendices containing new research and tips on all facets of the job search process, an updated chapter on starting one's own business, and a new section for returning veterans. The two chief questions it enables the reader to answer are: "What kind of work am I best suited for?" and "How can I get hired for that kind of work?"

The first hundred pages instruct the reader on how to conduct a job search today. Bolles covers in detail social networking, resumes, interviewing, and salary negotiation. Other job search topics covered more briefly include a two-minute "Crash Course" on today's job market, the efficacy of posting or sending resumes in various ways, and a listing of the twelve best and worst ways to look for a job.

The second hundred pages enable readers to dig deeply to learn about themselves and how they fit into the job market. The deservedly famous "flower petal" exercise is designed to enable anyone to be able to complete the sentence, "I am a person who..." in seven different ways (such as what you know, what you can do, and your favorite working conditions), and then to deploy oneself accordingly in the job market. These exercises are so effective that those who devote sufficient time and energy to them will learn their precise capabilities, what kind of job they would like to land, who they would like to work with, and the industries for which they are best suited. The balance of the chapters cover related topics: overcoming handicaps (lack of a degree, have a prison record, physically unattractive, etc.), how to make a career change, and how to start your own business.

The one hundred pages of appendices provide guidance on finding your mission in life (including a hefty dose of delicately worded spiritual commentary), what returning veterans need to know, dealing with the emotions of unemployment, and choosing a career coach. Readers may want to read and follow Bolles' clear instructions on how to get listed in his state-by-state sampler listing of coaches. Network members who live in other countries will want to know that Parachute is published in nineteen other languages, listed in the final appendix. What Color is Your Parachute ambitiously covers many topics, many of which require active work on the reader's part, or at least heavy-duty pondering, but the reader can nonetheless easily glide through this tome due to the variety of ways Richard Bolles conveys his information: exercises, tips, lists, quotations, charts, cartoons, drawings, research findings, and examples.

Even at 353 pages, not every single thing can be sufficiently covered, so Bolles wisely includes recommendations for websites and other books, through which readers can easily increase their current reference resources. In today's still remarkably challenging job market, job seekers and their coaches need current information and tools. This book explains how employers have changed their hiring behavior. They are "holding out for the dream employee," for example, so job seekers learn in this book how to pursue employers and persuade them they are, indeed, the perfect hire.

Today's job search takes longer, too. According to *Parachute* (as everyone calls this book), in 2008 only ten percent of unemployed job-seekers spent more than a year looking for work, but now, thirty percent do. Career practitioners need to know how to compress the time it takes job seekers to find work, and this book delivers that know-how. *Parachute* has sold more than ten million copies, and it is hard to quibble with a book that boasts a record like that. Still, I would expand the first hundred pages that cover job-search tactics. Even though, as the chapter title says, "Google Is Your New Resume," in my experience,

traditional resumes are still heavily relied upon, and some current examples of well written ones would be helpful. The chapter, "Sixteen Tips About Interviewing for a Job," contains a wealth of helpful insider information. Yet it could still contain other examples, such as recommending visiting the parking lot of a prospective employer the day before the interview to ease jitters and to get a sense of what kind of people work there, how they behave, and how they dress. Since many recruiters currently rely on behavioral interviewing questions, an explanation of this style of questioning would be useful, along with ways to respond to those sorts of questions with specific examples from past jobs. *Parachute 2015* belongs with your best job-search resources, and it's time to replace your older, well-worn and often-consulted editions.

Reviewed by **Chris Posti**, Executive Coach, outplacement expert, HR Consultant, careers columnist, and author at Posti & Associates (PA). Contact her at www.postiinc.com



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How to Build a Nontraditional Career Path: Embracing Economic

Disruption, by Ron Elsdon. 2014. Santa Barbara, CA: Praeger. 200 pages. Hardcover. \$37.00

How to Build a Nontraditional Career Path: Embracing Economic Disruption, by Ron Elsdon, provides spot-on support and guidance for doing just as the name of the book implies. Career changers and budding small business owners would do well to use this book as a guide throughout their journeys. This book will also work as a textbook for courses in entrepreneurship and career development as well as a resource for work search seminars. According to Elsdon, a non-traditional career is about creating more than one source of income from work components designed to match individual skills, interests, and motivations while addressing market needs. Part I of the book, “Laying the Foundation,” addresses the differences, opportunities, benefits, and challenges between traditional and nontraditional ways of working. It offers a broad range of examples of combining fairly similar to very different types of work, and it introduces issues such as locus of control, necessary skills, financial and logistical factors, and defining fulfillment and success for oneself.

]

Elsdon recommends self-assessment and provides targeted resources for exploring values, interests, and personality—not to determine if a nontraditional career is the best way to go—rather to assist with clarifying purpose, staying true to values, and knowing what one has to offer in the marketplace. For instance, during the discussion of values, Elsdon skillfully relates all eight of Schein’s “Career Anchors” to how each contributes to success in a nontraditional career. The remainder of the book delves deeper into how to launch, grow and evolve a nontraditional career. All along the way, Elsdon demonstrates his concepts by using several real life examples of himself and others in various life and career stages, occupations and professions, situations, and levels of connectedness among what he refers to as the career components. His own grappling with learning the art of public speaking and the how-to’s of an automated payroll system make for wonderful and instructive storytelling.

Part II focuses on “Strategic Factors To Consider” when developing and sustaining a nontraditional career. Two chapters are devoted to selecting, connecting, and balancing the career components that comprise the type of professional activities taken on and how time and energy are spent.

The informative chapter on “Finding Differentiation” points out the necessity for determining one’s niche(s) in the marketplace, significant for an effective initial career launch, as well as for ongoing sustainability. Elsdon explores a variety of possible sources, e.g., distinct products/services, operational excellence, team capability, ability to tailor to customer needs, speed, cost, etc. In another chapter, Elsdon recognizes the value created through the synergy of “Partnering” with external customers and colleagues as well as for building internal capabilities. He describes partnering as “...building relationships to prosper in today’s fluid world [with] mutual benefit,” and “... pooling resources and knowledge leading to an outcome that would not have been possible without it.” He encourages nurturing one’s network through active listening and curiosity, being visible and trustworthy, and ongoing acknowledgement. Critical venues include professional/trade associations and social media. Additional chapters on “Pace of Entry” and “Building Needed Skills” round out this substantial middle section. Part III presents “Practical Steps and the Path Forward.” The “Infrastructure: Nuts and Bolts” chapter covers a broad range of essentials needed to conduct one’s business effectively and efficiently. Elsdon goes into detail regarding business structure, regulatory factors, internal infrastructure, and customer considerations. The final chapter on “Moving Forward” chronicles the life cycle of a nontraditional career from initial entry to launch, then growth and evolution to completion. A robust list of questions assists in ongoing evaluation of each phase.

Elsdon offers and explores gems throughout the book that are valuable for both career development professionals and clients considering a nontraditional path:

-
- Many combinations of work activities such a career can encompass
 - Necessary skills blending solid content knowledge, consulting capabilities, organizing skills, and personal attributes
 - Updated and functional definitions of oft-used work search terms
 - *Questions to Consider* at the end of each chapter
 - Timing (gradual vs. immediate immersion) and balancing components (related vs. discrete work activities)
 - Detailed logistical guidance and tips for what needs to be in place and in process to get started and move forward
 - Reminder that growth and evolution will depend on staying current with business trends, technology and customer needs as well as ongoing self-assessment of aspirations.

A hallmark of Elsdon’s approach is his outstanding ability to address both the intrinsic and practical aspects of a topic with equal assurance and enthusiasm, and then to provide usable tools, assessments, templates, tables, and checklists to facilitate implementation. This book follows suit. In this well-organized and thoughtfully written book, Elsdon provides extensive information and support for pursuing an out-of-the-corporate-box career. He sums up well what this publication delivers when he writes, “... a nontraditional career path offers an opportunity to integrate the emotional, intellectual, spiritual, and practical parts of who we are. It can be a journey with delightful surprises, with kindred fellow travelers, that brings personal fulfillment and community benefit.”

Reviewed by **Michele DeRosa**, career management and workforce development consultant, corporate career coach, curriculum designer and instructor. Contact her at www.linkedin.com/in/michelederosa

Real College Essays That Work (4th ed.), by Edward Fiske and Bruce Hammond. 2014. IL: Sourcebooks, Inc. 368 Pages. Paper. \$14.99

Billing itself as “the #1 bestselling book on writing essays that get you into college,” this book provides high school juniors and seniors with strategies for creating winning essays for college applications. ***Real College Essays That Work*** is divided into two sections. The first section addresses the mechanics of writing an essay in three short chapters (components of a great essay, tips for overcoming writer’s block, and specifics for writing narrative) totaling about thirty pages. The authors go into great detail for helping students to hone in on an appropriate and unique-to-them topic. They provide approaches for creating attention-getting openers and they provide prompts both positive and negative for finding topics. Examples of positive prompts are: Can you discuss qualities that have helped you overcome adversity, or show that you embrace learning? Can you illustrate that you are deeply committed to an idea? Examples of negative prompts are: Can you avoid telling stories that reveal depression, self-destructive qualities, and so forth? Fiske and Hammond reiterate throughout the first section of the book the importance of choosing a topic that is about the student personally, and one in which the student can write in explicit detail. Featured in the book’s Appendix are the opening paragraphs of every essay included in the book. The subject of length is addressed with examples ranging from the shortest in the collection (a winning entry to Yale University clocked in at only seventy-eight words) to the wordiest (more than a thousand words). The bottom-line advice is “Long enough to be good,” with a caveat to pay attention to mandates.

The Common Application, now used by more than five hundred institutions, sets a limit of between 250 and 650 words. Where length is not stipulated on an individual college’s application, the authors suggest staying between 400 and 500 words as a reasonable goal. The second part of the book—the vast majority of the content—presents more than one hundred actual college essays, identifying the student-authors and the colleges or universities they chose to attend, plus a few essays are from students identified as high school students. Colleges attended range from small, private schools to top-tier and Ivy League institutions to larger, public universities. The essays are organized loosely into such topical areas as athletics, arts, community services, family, travel, politics, and a host of others. Each essay is prefaced by a short paragraph or two detailing the catalyst or situation the student used as a foundation for creating the essay. The personal stories read authentically and offer insights into a variety of students (not all Type A, high achievers).

The authors are qualified to offer their expertise: Fiske was the education editor of *The New York Times* for more than fifteen years, and Hammond has coauthored two other titles on college selection and admission. ***Real College Essays That Work*** provides a number of strategies for helping students craft their own college admission essays. Those who work as high school counselors and English teachers and private practice coaches will find numerous techniques to help their audiences move past the blank screen to writing essays that are personal and resonate with authenticity. A useful strategy for some readers will be using different colored Post-it® notes to flag essays that are especially meaningful—whether they are examples for those situations they recognize in some of their particular students, or as a way of grouping the types of schools reflective of their students’ preferences.

There are other volumes of essays available, for example, collections of essays used exclusively for those seeking admittance to Ivy League schools. But some of these may prove intimidating to the greater than ninety-five percent of the student population who will not be pursuing their college educations within such institutions. What is refreshing in the Fiske collection is the range of student interests and abilities, and the students’ own reflections on their choice of topics and writing approaches. The authors urge students to write about themselves as the #1 most interesting topic that admissions officers will find intriguing. They counsel students to amplify their personal stories with “anecdotes, thoughts, and observations

that are unique” and provide depth to the essays. They also share techniques for incorporating quotes, dialogue, metaphors, and imaginative details that can be captivating—all strategies that can be adapted to working with individual students. This is a well-curated collection of college admission essays written by students who are motivated to pursue their higher education. Yet they reflect a broad range of interests and talents as well as qualities that make each person the individual they, of course, are. From a fairly wide variety of institutions to which these students were accepted (including a heavy concentration of top-tier schools and Ivy Leagues) to a robust selection of topical choices for the essays themselves, the book is balanced.

The authors of *Real College Essays That Work* are even-handed in the advice they dispense. They are specific and detailed, yet they do not preach. Of most value, I believe, are the preludes to each student essay in which a context is established for the reader. This will help students (or counselors) align with the types of essays and approaches that could prove most inspirational to them in their quest.

Reviewed by **Jan Melnik**, Principal of Absolute Advantage (CT), career strategist and coach, speaker, author of seven career books. Contact her at www.janmelnik.com



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Be Your Passion: Unlock Your Power and Find Fulfillment, by Sue Montelone. 2012. CA: Accurate Business Services.140 Pages.Paper. \$15

Be Your Passion provides a guide as the reader's personal coach on an adventure of self-discovery. It further offers the opportunity to clarify one's passions, interests, skills and to evaluate possible career options. This book will be most helpful to adults in career transition. It could potentially be used for high school juniors or seniors with the assistance of a career counselor or coach in a group or individually. This book consists of an Introduction, Four Chapters and an Appendix.

Chapter One helps a person to discover or rediscover their passions, gifts, and dreams. It also provides an outline for creating an action plan which allows them to envision and create their new self in relation to the world.

Chapter Two explores values, personality traits, interests and skills and refers people to various assessment tools, books and informal interests/occupational check lists. It also introduces the idea of journaling on a regular basis to assist one in processing the information gleaned from the activities they engage in throughout the book.

Chapter Three discusses ways to overcome fear, use life experiences to one's benefit and obtain support as one develops and lives their envisioned life. It supports the use of informational interviews, eliciting help from friends, family or a professional coach. The chapter continues to provide a method for daily journaling to assist in the self-creation process.

Chapter Four allows readers the opportunity to summarize the information and self-knowledge they have gathered. The summarized information is formalized in a passion statement and a plan of action for the future. The passion statement includes a person's passions, beliefs/values, gifts and talents, as well as how these relate to the greater good of society or a specialized group.

The Appendix contains a feedback form that the author would like users to complete as a means to provide her with information about the effectiveness of activities and processes she has outlined in the workbook. It also lists a variety of resources that readers can access if they are curious about additional self-discovery.

Chapter 3, "Unlock Your Power" is a user-friendly and effective chapter to assist and motivate people in carrying out their envisioned future. From this reviewer's experience, this is the primary issue that often prevents people from being true to themselves and living their lives fully and well. Providing people concrete and attainable ideas for managing their fears through the transition process is one of the most useful tools you can provide others. Encouraging others to trust themselves and what they know to be true is a powerful motivator in the change process. The written activities outlined in Chapter 3 offer a supported step-by-step process for managing fears and trusting one-self, along with promoting the idea of accessing others in one's life endeavors. This chapter is definitely the meat and potatoes of Montelone's book.

This reviewer found this workbook to be user-friendly whether readers attempt the activities on their own, with a coach or in a group setting, however it appears that it would appeal to a post-secondary group the most. The definitions used to describe the different types of values were useful and understandable information on a topic that is sometimes difficult to explain or make use of in decision-making. Chapter 3 was especially insightful and brings to the foreground the idea of fears and how they can keep one from being true to themselves and capitalizing on their gifts.

This reviewer would have liked to see an opportunity for readers to do some “reality testing” of their passion statements in Chapter 4. Perhaps adding activities related to gathering occupational information and data along with training information will be useful to assist the reader in cementing their passion statement and taking steps to achieve it.

This work book has many good ideas and activities for self-discovery, however, it relies heavily on journaling. Incorporating other types of activities that achieve the same result as journaling may increase the appeal of this work book to groups of persons who do not prefer to learn from journaling activity.

In addition, this reviewer would encourage the author to broaden the population this book can serve by developing activities that relate to secondary school-age students. This age group could benefit from the wonderful concepts in the workbook, but the delivery of the concepts and activities may need to be presented in a different format and language.

Reviewed by **Gail Michalski**, Career Resource Coordinator at Auburn Career Center (OH), Social Worker, and Certified Vocational Evaluator. Contact her at www.linkedin.com/in/gailmichalski

Zoom: Surprising Ways to Supercharge Your Career, by Daniel Roberts. 2013. New York: Fortune Books. 271 pages. Hardbound. \$26.95.

Zoom: Surprising Ways to Supercharge Your Career pulls together engaging personal stories, firsthand insights, and success secrets from thirty-one young entrepreneurs and rising stars in a variety of fields. Each chapter is filled with tips on how to fast-track your own career success story. The stories in ***Zoom*** all share common themes: bold actions, big risks, bigger rewards, and a drive to improve. Some of these “40 Under 40” challenged the biggest competitors in their respective fields, while others slowly climbed the corporate ladder through old-fashioned hard work.

Regardless of how these people “zoomed” their careers, however, they all share one thing in common: failures. Each and every story was marked by at least one failure. ***Zoom*** challenges readers to learn from these failures, and suggests ways to avoid said failures in their own careers. ***Zoom*** is broken into chapters by success story themes.

The first theme revolves around underdogs who challenged major industry titans and succeeded. Kevin Plank challenged the athletic giant Nike by starting his own company, Under Armour—now a multibillion-dollar success. Plank’s story showed that teamwork, company loyalty, and the confidence to bounce back from failures can net big results. He pushed his company to work as a team. Their success belonged to the entire company, and failure was a call to action for every individual who worked there. Plank’s method worked, and Under Armour continues to grow in profits every year.

Another of ***Zoom’s*** themes is about taking risks and stepping outside your comfort zone. Each story in this chapter demonstrates how an entrepreneur chased his or her wildest dreams and never gave up. Part of the chapter follows Meredith Whitney, one of the first bank analysts to sound the warning about the financial crisis of 2007. Many people believed that Meredith was out of her depth when she stepped forward with information proving the financial crisis was imminent, and she quickly learned that people will not believe you simply because you know you are right. Meredith proved, however, that an unflappable willingness to stick to your convictions can get you far.

A later chapter covers those who followed their childhood dreams. David Chang, a world-renowned chef, actually majored in religion at Trinity College. For years, Chang followed his father’s advice and avoided the food industry; but he was ultimately unhappy with his career. When Chang found a job near a small noodle shop, however, his passion for cooking was reignited. He left his job, graduated from culinary school, and worked his way up by taking on small positions at prestigious restaurants. Chang refocused on his childhood passion, and is now one of the most successful chefs in the world.

The best part about ***Zoom*** is that anyone can apply its advice: There’s plenty in it for your clients, your students, your colleagues, and even for yourself. Some of the best advice from the book includes:

- Find Innovation: Even oversaturated fields can be shaken up by fresh, new ideas.
- Do Your Research: All success stories begin with market research.
- Network, Network, Network: The best marketing efforts—whether you are marketing a brand, marketing a product, or simply marketing yourself—come from building a solid network of like-minded individuals.
- Don’t Concern Yourself with Others’ Thoughts: Jumping headfirst into a new adventure will almost always draw odd looks from others. Stay focused on the end goal.
- Venture Forth: Always push beyond your limits. As Marissa Mayer, CEO of Yahoo, puts it: “Do things you’re not quite ready to do.”
- Do It Yourself (DIY): Sometimes it is necessary to get down into the trenches and tackle challenges

-
- yourself when others cannot, or will not, do so.
- **Surround Yourself with Brilliance:** You are who you know, and when it comes to career success, you will want to befriend those with a similar drive and passion.
 - **Get Your Foot in the Door:** Sometimes, you have to start small to make it big. Many success stories began with the subject taking on a menial position at their dream company and working their way up.
 - **Find a Mentor:** No one understands the challenges you will face more than a mentor in your field. Form a close relationship, and be willing to learn from their mistakes!

The numerous stories in *Zoom* can truly help anyone—from college students considering their major to c-level executives afraid to take the next big leap in their careers. Whether readers are seeking a small change in their careers or want to set out to change the world, there is a story in *Zoom* for everyone. Numerous tips and examples are scattered throughout the chapters to help readers put the lessons learned into practice.

Zoom is a quick, informative, and entertaining read, and I highly recommend it. Each chapter is a fantastic insight into some of the most successful young minds of our time, and many of the stories prove that it is never too late to find your own success story. These “40 Under 40” have a lot to share that we can learn from!

Reviewed by **Laura Gonzalez**, certified resume writer and owner of Masterwork Resumes.
Contact: www.masterworkresumes.com

Choosing a Career in International Development: A Practical Guide to Working in the Professions of International Development, by Donovan Russell. 2013. Virtualbookworm.com Publishing. 252 Pages. Paper. \$19.95.

Choosing a Career in International Development covers the structure of a career in international development and its various opportunities within large organizations. In his opening Personal Statement the author describes the philosophy behind his work and the book: "Someone has said that when we attend to the needs of those in want, we give them what belongs to them." Those who focus on maintaining culture, a people's way of life, will appreciate this book most heartily. Especially if you like working in large organizations, this book will help you target a career in international development.

Most valuable are the vignettes that apply to various career fields. These help the reader get a sense of what it would be like to attempt to apply specific skills in the context of a developing nation. There are some sound philosophical points in the first and last chapters to consider. Many rosy stories attempt to give insights into one's personal situation, but there is nothing about harsh realities such as personal injury and safety, especially for women. Also sorely missing is any discussion about why, after billions of dollars in resources and effort have been spent over generations, third-world nations are still third-world nations.

Still, there is much in the book that insists, and rightfully so, that any real improvement has to start with a nation's people. They have to want sustainable improvement and work toward that. This reviewer's opinion is that the book's blanket insistence on working through local organizations and governments is misguided since it is often the case that third-world poverty is the direct result of the corruption, graft, nepotism, and double-dealing of powerful in-country organizations. Such organizations do not represent the people at large. It is necessary to go below these organizations to the people themselves. However, as the book shows, it is sometimes the case that good people can be found who rank highly in local organizations. There are some governments and businesses that are for the people and national development. The book's error is assuming that is always the case. Naivete in this matter leads only to the dissipation of resources and effort while little actually makes it to the field for good purposes. One can find many good quotes in the book. For instance, "... and unlike other work, you will have the opportunity, if you so choose, to experience the vulnerability of those you serve; to be alive to shared humanity."

As I watch the efforts of organizations and people, I find that those who are the most effective are those who live with the people. They do not live with the powerful, in the expat community, nor with colonist descendents. Rather, they live with and relate to the people they have come to serve. They share their difficulties so as to understand them. They become valued members of the community to be served. They are thus able to provide leadership while encouraging personal evolution of people that enables national improvement.

This book is not about individual or small-group effort. Rather, its focus is on large organizations and becoming a part of their work in developing nations. There are some links within the book for people who would like to explore that further. Additional guidance will be needed by those who are independent-minded and searching for a meaningful way to contribute to a nation's growth.

There is good information in the book about the personal mindset required of someone who wants to assist in a third-world nation. This information helps one decide if their orientation and drives are suitable for in-country work. It may not be as useful for someone who works in a large organization's headquarters. For those, the information on how a large organization proposes, plans, and carries out a project is very useful when determining if there is a style fit.

There is a chapter that begins with a discussion about computers replacing teachers: “The role of teachers will be shifted away from lecturing to that of classroom facilitator whereby students will learn from a variety of sources in a variety of ways.” I disagree. In my experience, this notion has led to larger classrooms and declining educational value in the United States as teachers are replaced by “a variety of sources.”

Another chapter gets involved in the climate-change controversy. While it cannot be denied that world-wide climate is changing, its cause is still a matter of conjecture, a topic that is so politicized that objective discussion has become nearly impossible. While it is certainly true that smog-reducing efforts should be made in the interest of population health, the orientation of the chapter should be on mitigating the impact of climate change, not trying to slow it down.

At the very end of the book, the author gives nine core beliefs about working in developing nations that I have found to be very true. These should be carefully thought through by anyone considering and engaging in an assistance program. The subsequent discussion brings out additional realities. I would have preferred that this closing material had been embedded throughout the book.

Reviewed by **Peter G. Raeth**, currently Visiting Lecturer-ICT Fellow at Chinhoyi University of Technology in Zimbabwe, Africa, Senior Computational Scientist, author, editor and content developer for www.InformationAnthology.net/CareerMentor.

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300 Best Jobs Without a Four-Year Degree [Fourth Ed.], by Laurence Shatkin, PhD. 2013. St.Paul, MN: JIST Works. 560 Pages. Paper. \$18.95

This is a resource book designed for people who want to move ahead in their careers, and for those who have or are considering getting on-the-job training, vocational training, or a two-year degree. Part I of this book lists 300 jobs titles which the author states are the “best jobs” based on his combined measurements of salary, growth rate and the number of annual job openings. Part II of the book (the majority of pages) describes the job functions and industries of each of the 300 jobs. The jobs that have met the author’s “best jobs” criteria are “more likely than average to have higher pay, faster projected growth and a larger number of openings than other jobs at similar levels of education and training.”

Shatkin bases his employment data on information from the U. S. Department of Labor Bureau of Labor Statistics and the department’s **Occupational Outlook Handbook** and the Occupational Information Network. The data in Part I is presented in sections defined by numbered lists with borders for easy reading and include a number of specialized categories such as: The 100 Jobs with the Most Openings, Best-Paying jobs with Highest Percentages of Self- Employed Workers, Best Jobs for People Interested in Manufacturing, the 100 Fastest-Growing Jobs, 25 Best-Paying Jobs with High Percentages of Workers Age 16-24.

Part II highlights a short list of employment statistics for each position with bolded typefaces and bullets. For example:

Terrazzo workers and Finishers:

- Annual Earnings: \$41,240
- Earnings Growth Potential: Medium (39%)
- Growth: 16.2%
- Annual Job Openings: 110
- Self-Employed: 6.1%

Following the rundown of employment statistics for each job title is a description of what is the expected job outlook, the duties and tasks involved, education, training, and experience required, what industries hire such candidates, common personality types and other related job functions for readers to consider.

300 Best jobs Without a Four-Year Degree is useful for career counselors and educators who work with high school students and high school graduates considering a non-four-year-college track. This will help them explore and plan for post-secondary job training and work.

This book also can be used as a resource to explore employment options that might be a fit for a short-term employment plan prior to pursuing a college degree.

This compilation of 300 jobs might also be useful for adults who are unemployed, re-entering the workforce, or for those who need to find a different job and can’t afford the time, money or motivation to pursue a new college degree.

School systems interested in creating new Vocational Training programs might want to use this book as a starting point in their research to help identify potential areas for training and employment opportunities for their students.

With today’s under-employment rate of thirty-seven percent among college graduates, and dropout rates for four-year college students between thirty-eight percent (private) and fifty-nine percent (public), this book could see an uptick in sales.

My primary contention with this book is with its title. The jobs listed are not necessarily the “Best” jobs. I researched some of the jobs presented and found that "Terrazzo Workers and Finishers," for example, is a group reported to have only 110 annual job openings. After calculating a medium growth potential of thirty-nine percent, there will still only be 128 job openings for the year! So, even in what would be considered a good year for the construction industry, 128 jobs for the combined residential and commercial sectors is a very small number of job openings.

Then, consider RNs (Registered Nurses) versus LPN and LVNs (Licensed Practical or Vocational Nurses). Registered Nurses must have an Associate’s Degree, at minimum. Increasingly, hospitals now recruit for and only hire Registered Nurses with a Bachelor’s Degree or more, resulting in a scarcity of hospital jobs for lesser educated nurses. Due to changing federal regulations regarding patient to nursing care ratios, LPNs and LVNs are losing their jobs to RNs. Hospitals are saving money by hiring more Patient Care Technicians (PCTs) who work for less money and have technical training, but have not attended college. Patient Care Technician jobs are not mentioned in Shatkin’s book. LPNs and LVNs are also being replaced by PCTs. On the other hand, according to nursing association publications, there is expected to be an increased demand for LPNs and LVNs in retirement homes and for businesses serving elderly populations. This also isn’t mentioned in this book. Although Shatkin’s data describes the employment outlook as positive for LPN and LVN jobs due to retiring workers, there is no discussion about current changes in the fluid job market.

This book is a good starting point for “best jobs,” but additional research would be required before making any training or career decisions based solely on the information in this book. It would be important to research information from trade associations or other groups and publications about industry or legislative changes, hiring trends, and, even, opportunities in different geographical areas for occupations of interest.

Reviewed by **Lisa Mark**, Career Counselor and Principal of Your Career Direction LLC (NJ) and former co-founder of a specialty staffing firm. Contact: www.yourcareerdirectionllc.com

Careers for Kids! How to Help Your Kids Choose a Career, by Robert Shewchuk. 2013. Winnipeg, Manitoba, Canada: Start Smart Publishing. 157 Pages. Paper. \$14.95 CDN

The subtitle of this book is ***How to Help Your Kids Chose a Career*** and it is clearly aimed at parents wanting to help their teens select potential careers suited to their skills, gifts, and interests. This book's chatty, conversational style puts the reader at ease immediately, assuring us you don't have to be a Career Counselor with years of training and experience to help guide your child through the labyrinth of career exploration. I am a big fan of how this book is organized. Visually, it is a very easy read with plenty of white space on each page, and Mr. Shewchuk has kept this book to a manageable 157 pages. Further, its information has been precisely categorized. There are seven chapters arranged to address each progressive step of career planning, none of them lengthy, and all of them packed solid with current career exploration practices combined with ideas, suggestions, and personal stories.

Careers for Kids could have been a hard sell, considering the training, education, and hands-on experience career counsellors are expected to accumulate to do their job well. However, Mr. Shewchuk is able to provide enough solid background in basic career exploration that parents can feel they come to this project with a good understanding of what is required of both themselves and their teen. For example, he uses the visual of "Old Linear" vs. "New Zig Zag" as a model to identify the pattern of career paths in the 21st century compared to those of thirty years ago, and with which most parents would be more familiar. He then introduces the concept of how Labor Market trends work, illustrating as a case in point, how technology has motivated the decline in watch-wearing now that most people have cell phones. His invented phrases are fun and engaging. He uses "Career Mashers" to describe mixing several interests together to "mash" a new career, such as a writer passionate about the environment. Another example is "Career Moochers" which describes discovering support roles in trending sectors such as technology even if one is not "tech-savvy."

The process of elimination, personality metrics, the making of lists, and research plans are all typical of most career exploration processes. Mr. Shewchuk offers them in such a concise and defined blueprint – including steps on keeping your youth motivated, and suggestions for exploring options within the broader categories such as education and health – that I can see how this would be an enjoyable, informative, and engaging project for both parents and teens. There are some recurring suggestions in the book that repetitive work, manual labour and retail jobs are perhaps not the "good" jobs to which to aspire.

However, in my own career as an Employment Counselor, I have met retail associates and hospitality servers whose passion is delivering superb customer service, and they have honed their craft to such an art that they are actively sought out in their sectors by employers and recruiters. Related, I notice Mr. Shewchuk's emphasis is on the importance of post-secondary education throughout the book. Having taken my own degree relatively late in life, and seeing first-hand the experience of hundreds of young university students, I can attest that university is not always the happy, foregone and successful conclusion to the career exploration process that people expect it to be. Perhaps more emphasis could be placed on exploring the trades, for example. That much of the book is taken up with forms and exercises for each progressive step in career exploration is perhaps the strength of this book. Each of these forms and checklists can be easily sourced from Mr. Shewchuk's website and printed off as required. It's a great integration of print and technology.

Important in ***Careers for Kids*** is the referencing of current software, games, and specific technology. This is key for a book aimed at youth. However, it will also be a drawback because technology changes quickly, giving this book limited shelf-life unless future editions are updated. Though this is a Canadian book, nearly all the information and suggestions in it are applicable to both Canadian and U.S. readers.

The diverse career exploration processes and tools remain similar in both countries, and all the online resources on Mr. Shewchuk’s website can be used by both audiences. In fact, though the majority of referenced websites are Canadian, Mr. Shewchuk does include many U.S. websites.

I find it extremely refreshing that Mr. Shewchuk does not rely solely on the Internet for research suggestions. He includes a helpful and well-designed information interview sheet, as well as a post-information interview sheet (an idea I may incorporate in our own career exploration process), and he details further options including job shadowing and volunteering, encouraging youth in our digital age to meet people, gain experience, and network face-to-face. Overall, the wealth of information contained in this book is a treasure for not only “kids” but could be a blueprint for adults as well. True to his calling, Mr. Shewchuk walks beside the reader step by step, is consistently encouraging, offers humour, many times from his own experiences, combined with insightful data and tangible, timely information gained from his broad experience counselling youth. Clearly, this book was a labor of love and it does a superb job with its topic.

Reviewed by **Ahniko Handford**, Employment Counselor and workshop facilitator with Winnipeg Transition Centre. Contact: ca.linkedin.com/in/ahnikohandford

Job U: How To Find Wealth and Success by Developing the Skills Companies Actually Need, by Nicholas Wyman. 2015. New York: Crown Business. 290 Pages. Digital edition. \$15.00

Job U provides alternative strategies for gaining a lucrative, satisfying career with a strong focus on apprenticeships. A useful educational planning tool for school counselors, career coaches, students, parents and those seeking to re-career. In the current economic climate, there is no guarantee of a job upon graduation from the traditional four-year degree college program. In fact, many graduates find themselves competing for entry-level jobs against less-educated candidates—all the while struggling with staggering student loan debt. On the other end of the hiring spectrum we have manufacturers, medical providers, IT companies and contractors such as plumbers and electricians who are unable to locate employees with the technical skill sets needed to perform even the basic job duties.

Vocational training programs have slowly been eliminated since the 1950s due to budget cuts in education and a growing stigmatization of the vocational workforce, with those enrolled in skills-based training being classified as “dropouts” or “at-risk” students. A traditional four-year college education is not always the most effective method of training for a professional career, nor is it for everyone. Learning methods, financial circumstances and ultimate career interests are all factors in determining one’s most productive training path. A resurgence of vocational learning programs must take place in order to close the employee skills gap and to raise awareness of lesser-known, comparable (often even higher paying) professional careers that require specialized training.

JOB U provides a history, overview and examples of apprenticeships, vocational and technical education, certification programs, associate degrees, and on-the-job skills training. The greatest challenge of apprenticeship and on the job training programs continues to be getting the buy-in of the parents. They can all agree that these programs are effective and sorely needed. However, a residual “college for everyone” mindset remains, combined with a “not my child” reluctance when alternate educational paths are suggested for their children.

Imagine the cost of a college program whose instructor to student ratio is 1:1? This is the case in an apprenticeship or on-the-job training program. Training becomes a two-way communication rather than a lecture. In addition to technical training, soft skills are also taught, such as accepting criticism, meeting deadlines, accountability, creativity and developing a sense of perfection. All this while earning a paycheck, rather than amassing more debt with each semester. Integrating Career Technical Education (CTE) with traditional high school academic studies positions graduates for success, not only in the workplace. Those who go on to postsecondary programs are twice as likely to complete them compared to traditional high school graduates.

Occupational Vocational Certificate Programs offer training in hundreds of fields, are budget-friendly, many can be completed in under one year. A 2012 study (most recent available) showed that certificate recipients receive higher pay than those who hold associate degrees or, in some cases, four-year degrees. Some industries require education beyond a certificate. Associate degrees, specifically an occupational degree program, can provide the longer term, specialized career training at thirty-six percent of the tuition costs of a four-year degree.

Economically robust countries in Europe place more emphasis on vocational education than the U.S. In Germany, for instance, three out of four secondary students complete a paid internship or apprenticeship, compared to one half of one percent in the U.S. Job U shares success stories of businesses, educational providers and economic development organizations partnering to create and fund apprenticeship programs. Apprentices are recruited using an extensive assessment process to ensure suitability.

Contracts are signed detailing length of study, levels of achievement, incremental pay increases and length of required employment. Wyman provides details, from planning stages to conception to future program goals, with obstacles and best practices shared along the way. Businesses that are consistently ranked among the top places to work have a culture of structured, continual on-the-job training. Multiple methods are used, including mentorship, shadowing, classroom, online and tuition reimbursement.

Wyman nailed it when he wrote, “We all have different passions, talents and ambitions. So why are we being asked to follow the same educational path? The answer isn’t lack of opportunities, it’s lack of information.” In my work I provide work-readiness training to college students nearing graduation. So many don’t know what type of job they want to pursue. What a waste. If only they had read this book! Our local employers lacking a pipeline of skilled staff could benefit from this book as well. It includes some enlightening statistics on apprenticeship and paid internship programs. The return on investment figures make a compelling argument for “growing your own.” Job U shares methods to effectively reduce unemployment, provide a skilled workforce that can allow business to grow, and prevent jobs from being shipped overseas. Plus, there is the added bonus of the employees being well compensated with little or no college loan debt.

Reviewed by **Robyne Fraize**, Project Coordinator, Recruiter and Career Counselor at CareerSource, a Florida state-funded employment office. ContactL www.linkedin.com/in/robynefraize

Lean In for Graduates, by Sheryl Sandberg. 2014. New York: Alfred A. Knopf. 406 Pages. Hardcover. \$24.95

Piggybacking off the success of her first book, *Lean In*, author Sheryl Sandberg releases a new edition tailored specifically for graduates. With the majority of the content similar to the initial book, Sandberg uses quantitative data and personal stories from her career and other successful women to address the obstacles many women have to overcome to succeed in their respective industries. Sandberg's book provides insight to the biases that are in the workplace, and how together both genders can strive for a more equal world. *Lean in for Graduates* differs from the original by including new content, critical for a new graduate's success, such as information about landing their first job to negotiating their salary.

Lean in for Graduates begins by discussing the current ambition gap that exists between men and women. Sandberg argues that the gap is not because women are inherently less ambitious, but that women have been socialized about what is "appropriate behavior," and this prevents them from taking risks that would mobilize their careers. She encourages women to "sit at the table" both literally and figuratively. This simple gesture shows that women are active participants and confident contributors to their organizations. Further, the book states that men who are successful in their careers are well-liked by their colleagues and peers, and success and likeability have an inverse relationship in women.

What's even more disturbing is that Sandberg claims that women tend to dislike women in power at the same rate as men! In Chapter 4, Sandberg states that careers are no longer vertical like ladders, but rather versatile, like jungle gyms. She suggests that women are less likely to apply for positions that appear to be outside their current role, or even for promotions, due to fear of not being qualified. Men are more open to risk, eager for a new challenge. In order for women to obtain more leadership positions they must look at their careers as jungle gyms, and be ready to take on opportunities as they arise.

Chapter 5 discusses the role of mentorship and Sandberg gives advice about seeking a mentor. She writes that more men in leadership need to be open to mentoring and advocating on behalf of women. Further, Sandberg talks about communication styles, and that it's possible for women to be their authentic selves while being open and honest, especially when giving feedback. Moving from professional to personal, Sandberg discusses how best to intersect these two identities.

Chapter 7 advises women not to check out of their career for a family, both mentally and physically, before they must. Women are still the primary caregivers, and talented women leaving the workforce to raise children is a major contributor to the leadership gap. Sandberg suggests the best time for women to take on a new position or role is right before they have children because having an engaging job increases the likelihood that a mother will return to the workforce.

Chapter 8 argues that in order for there to be gender equality in the workplace, there must be gender equality in the home. Sandberg encourages women to "make their partner a real partner," by seeking out husbands who value their wives' careers as much as their own, and who are willing to take on more home and family responsibilities. Additionally, Sandberg demystifies the myth of "doing it all." She suggests that women should make the best decisions for their own lives and shouldn't feel guilty about it. Additionally, with the help of technology and more flexible schedules, women can better balance both roles.

Lastly, Sandberg talks about societal and institutional changes that need to occur to create greater access for women. First she says that women need to start openly discussing the role that gender plays in promotion and retention. Secondly, women need to unify, and in tandem with men, work toward equality. As a career counselor who works primarily with college graduates, I was initially skeptical about the career

advice given. But, after reading with a critical eye, I thought the chapter dedicated to starting an effective job search (where strategies from resumes, interviewing, and follow-up were discussed) aligned closely with accepted advice from the field. Additionally, the chapter about negotiation written by Kim Keating was very thorough, and gave insightful tips on how to effectively navigate the process of evaluating one's skills and advocating on one's behalf for an increase in salary. The chapter goes one step further and even discusses how to ask for a promotion, which can assist women at any level. As counselors, this book can first help us understand the challenges that women face, then we can use our counseling sessions to help women create better strategies to actively participate in their careers.

One major criticism of *Lean In* was that it neglected to address how other identities, such as race and class intersect with gender. Many people felt that Sandberg's white and middle-class privilege disqualified her from speaking on behalf of women. In *Lean In for Graduates*, Sandberg makes an effort to include more diverse voices across the race, gender, and economic status spectrum. Overall I think *Lean In for Graduates* is a good book, but, unfortunately, Sandberg doesn't raise many points that the general public doesn't already know. However, through her personal stories she has created solidarity among women to let them know that in the experiences they face, they are not alone. Sandberg, with *Lean In*, has started a conversation, and with this edition for new graduates she is inspiring a new generation of women to continue fighting for gender equality, and to continue to lean in.

Reviewed by **Christina G. Henry**, Career Development Specialist and instructor at MIT Global Education and Career Development. Contact: www.linkedin.com/in/cghenry/en



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Chapter 2

CAREER MANAGEMENT

Personal Branding for Dummies, 2nd Ed., by Susan Chritton. 2014. New York, NY: John Wiley & Sons, Inc. 324 pages. Paperback. \$24.99.

I admit it, I am a fan of the “Dummies” books. It took me a long time to get past the title, maybe disdain for the word “Dummies,” or personal feelings of inadequacies. But whatever the reason, once I started reading them I was hooked. In one volume I am able to find well-developed theory intertwined with practical tips and inspirational, real-life success stories. *Personal Branding for Dummies*, by Susan Chritton is no exception. It has become my primary reference for helping clients develop their personal brand.

Personal Branding for Dummies begins by addressing the question that might keep potential readers from selecting this book, “*Why do I need a personal brand?*” Few question the need for corporations to spend millions of dollars developing a brand image to win customer loyalty in highly competitive markets. Polls and paychecks prove the need for politicians and performers to be able to distinguish themselves with 30-second sound bites or tweets. But why does the middle manager seeking a promotion, the parent returning to the workforce after raising children, or the new graduate need a personal brand? The answer is the same as it is for products, politicians, and performers; because an individualized brand communicates your values, strengths, and uniqueness clearly and concisely to those you want to recognize your accomplishments and potential. At the core of this book are the processes for developing a personal brand. You’re in for a surprise if the first thing that comes to mind when the topic of developing a personal brand is mentioned is the need to write an attention getting phrase like “Just do it” or “You deserve a break today.”

According to the author, the development of a personal brand is a methodical, self-searching process that delivers not only a personal brand but an opportunity to step away from the urgency of finding the next job to uncover what the right job looks like. It is an opportunity to define and sometimes discover your personal values, interests, uniqueness, weaknesses and personality, and also quantify your education and work experience. Readers who make the commitment to complete the exercises contained in the book will be rewarded with a clear vision of their career and professional goals.

After completing the self-discovery exercises, the reader may wonder, now that I have a personal brand, what do I do with it? Again, Ms. Chritton delivers the answer with examples and suggestions for how to communicate your brand on social media. Readers discover how to balance strategies for protecting privacy and image with methods for being seen and read by members of the target audience. The author succeeds in providing an understanding of social platforms as diverse as LinkedIn, Facebook, and Twitter and gives tips for maximizing their use for positive impact on prospective and current employers.

A bonus, not found in most books on personal branding, is a section on delivering your personal brand in person. A nice change from standard *dress for success* guidelines, this section provides the reader with suggestions for how to assure that the most important first impression reinforces your personal brand. It also impresses readers with the importance of exemplifying their personal brand in all professional settings and ways to achieve that goal. This book successfully guides readers through the process of defining what they can bring to the workplace, the message they want to deliver, and methods for delivering it. The

applications for the process of personal branding are numerous.

As I read this book, I highlighted concepts and examples I wanted to include in client coaching sessions, to utilize for developing my personal brand, and to share with colleagues. The outcome of the process—the clarification of what you have to share and how to find those who will value your expertise and commitment—can streamline the job search and assist in setting realistic and attainable career goals. It also helps answer the tough question asked by so many clients and professionals: “Should I continue to do what I am doing, or make a job or career change?”

I finished the book wishing the author had handled what she referred to as “special populations” in a different way. In seventeen pages she discussed strategies for women, new graduates, young professionals, and those starting a second career. These groups make up the majority of clients in many career counseling practices, if not the majority of the general population. I think members of these groups, and the readers who support them, would have been better served if their issues had been addressed as part of earlier chapters. Is the book worth reading? Yes, it deserves a place on the bookshelf or e-reader of anyone asking why they are not achieving their career goals, and anyone working with clients who are dealing with these concerns. It is also a great resource for professionals who want to know how to showcase their specialty when asked the question; “What do you do?”

Reviewed by **Lorraine Beaman**, founder of JLB Career Consulting, contributing author and reviewer.
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The Single Woman's Guide to Retirement, by Jan Cullinane. 2012. New York, NY: John Wiley & Sons, Inc. 307 Pages. Paper. \$18.95.

The Single Woman's Guide to Retirement is a guide for the 25 million single women in the U.S. over the age of forty-five. It covers all aspects of retirement and this well-researched book provides a blueprint for a satisfying and successful retirement. What makes single women a unique group? And why do they need special consideration when it comes to retirement? General characteristics of this demographic which are important to consider when answering these questions are: economics, education, investing, feelings about retirement and money, health and fitness, caregiving, work and social support.

One of the first things the author asks is whether you are ready to retire. How do you know when it's the right time? A quick three question survey gets you started thinking. A longer quiz is also included which addresses some of the areas you should take into consideration when making this decision. Each of the chapters provides an overview of a topic as it relates to the single mature woman. They include research as well as expert opinions and resources. The anecdotal stories add much to help you see the reality of the situation for many.

One chapter is devoted to the topic of working in retirement. Is that a possibility? What are the options and considerations? Another chapter covers fitness in body, mind and spirit with a considerable portion addressing the obesity crisis. There is a lot of health information available but we each need to understand the lifestyle factors that affect our health and what we can do about them.

The chapter that explores your options for where to live provides a comprehensive "Aging-in-Place Design Checklist" which is very useful. There are many alternatives available when it comes to choosing a new living arrangement: active-adult communities, new urbanism developments, cohousing, master-planned community or naturally occurring retirement villages to name just a few.

For some, being single has been a lifelong choice. For others, divorce or death has changed their status and they must deal with this new reality. For many single women, retirement is a time for deepening, developing or renewing connections with family, old friends and new friends.

This chapter also includes some tips on crafting a will, designating someone to hold your power of attorney, reviewing a pre-need funeral planning checklist, and lists of what to do if your spouse dies. The last chapter discusses planning for your finances. Based upon your lifestyle choices, what will your expenses in retirement be? How do you distinguish between your needs versus your wants? And what if you have less than you need? What is the reality of health care and long-term care expenses? What are your income sources? The chapter then provides a short primer on investments and other income sources such as reverse mortgages. A great deal of information is provided to help you in this aspect of the transition.

So what's in this book? It addresses working, volunteering, health and fitness, relocation, home ownership, caregiving, boomerang children, divorce, death of a spouse, dating and money and investing. "It contains worksheets, the latest research about mature single women, contributions from other experts, references and lots of anecdotes, examples and suggestions from single women" which the author has met. The book lays out a specific road map to a successful retirement regarding all facets of the transition from financial to non-financial for this rapidly growing and important demographic. Women live longer than men, which means that even if they're "happily coupled" now, there's an eighty to ninety per cent chance that at some point, a woman will find she is making important decisions—financial and otherwise—as a single woman. Whether reading the book for personal knowledge or to prepare clients for the future, there is a broad range of topics covered – some of which may not have been considered

before. There are many books on retirement available, but this one covers areas as they may impact this specific population. From dating to divorce, from money to boomerang children, no subject is too small or too big to tackle.

The wealth of practical details and useful tips turns retirement anxiety into confident anticipation. Using the resources, websites, and checklists will help the single woman in making decisions that will be critical to her future. “Single women have both opportunities and challenges when it comes to this transition we call retirement.” And they need to be prepared.

Each of the chapters resonated with me but there were some that really stood out. How many people have given serious thought to what they will do in retirement? The chapter on “Deciding What to Do with 168 Hours a Week” provided numerous resources revolving around travel, volunteerism, just plain fun, and lifelong learning – the experiences mentioned most often by those considering retirement. Whether you are looking to reinvent yourself or just want to resurrect an abandoned hobby or dream there are many opportunities available to you. One thing I liked about the book is that it was specific. If it mentioned a place to relocate, it didn’t only name a state or city, it provided specific communities along with their websites. When it discussed work-at-home possibilities, it provided legitimate companies along with requirements and contact information. Each chapter ended with “More 411” or specific resources that you could consult to learn more about the topic. And often an Appendix was included with a checklist or more detailed information. This book is clear, comprehensive, fun to read, and immensely useful and definitely should be on the reading list for all women. Retirement will be here before you know it.

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Your Network Is Your Net Worth, by Porter Gale. 2013. New York, NY: Atria Books. 285 Pages. Hardcover. \$25.00

Your Network Is Your Net Worth focuses on a new approach to networking. The new way to network and build your true net worth is about charting your own course, living life based on your passions, and being the best you can be. In today's world what is important is what you value, and how and with whom you want to reach your goals. Networking has evolved from a transactions game to a transformational process. It is not about only "who you know," it is about "who you are becoming as a person."

Globalization, changes in digital technology, and a wavering economy have made millions of corporate positions more contingent and less secure. A 2010 survey by Deloitte found that due to loss of trust in their employers, nearly half of the employees responding will look for new positions when the economy improves. With few workplace guarantees it is critical to recognize the best path to job security is yourself. The more adaptive, flexible, and agile you are, the more you will succeed. Build your skill sets, improve your network, ask questions, and do not assume that others will take charge of your career.

The bright lining to the new model of networking and employment is that millions of determined professionals are now creating and feeling a dynamic and innovative new culture of entrepreneurship and virtual teaming that free them from the constraints of the old corporate culture. Connecting with others who have similar values and passions can increase happiness and success at work and at home.

Gale's book reexamines networking in today's unstable, uncertain, and rapidly changing work environment and economy where technology is the driving force of change. She presents a model to follow for creating lifelong net worth. There are valuable exercises and strategies for each step in her model. Three exercises in Chapter 1 about finding an Authentic Foundation lead to connecting with others through personal values and interests, identifying obstacles as opportunities for growth, finding our authentic voices, and replacing old behaviors with new actions and attitudes. Next, the Funnel Test helps us identify personal passions and to develop a twenty-word purpose statement that is critical for connecting and developing relationships with others. This is followed by a discussion of the importance of using time efficiently and staying in a state of positive productivity. Chapter 3 has exercises for creating an action list or purpose plan, and conducting a collaboration review. We meet and explore the GRAPES model which is an excellent tool to help with net-worth building activities:

- G = Give, Give, Get**
- R = Relationship focused**
- A = Authentic**
- P = Purpose driven**
- E = Earnings**
- S = Success**

In Chapter 5 there is an exercise for finding three shake-it-up activities to unlock new growth, push boundaries, challenge norms, and become more open to new conversations and connections. Next are important approaches for using social media and online tools to provide opportunities for learning, and to increase efforts for making high-value connections. Technology has accelerated networking, reduced the degree of separation between contacts, amplified our global playing field, and redefined the job prospecting process.

In the following chapters we are encouraged to cultivate relationships that support our purpose. Our Power Pockets are the places and events where we find these people, and Hub Players are people at the center of a social or business sphere of interest to us. There are exercises to help us identify our Power

Pockets and to practice Hub Player conversation starters. According to the author, we are all producers of content, products or services and they are connected with our brand. There are exercises to help us define and refine these ideas so we can increase our net worth. There are many ways to reach our critical mass, including blogging, and we are given exercises to identify our preferred tactics to extend our reach and increase our partnerships. Gale writes that “The Ask,” asking for what we want, can be seen as collaboration and we are prepared by exercises and recommended activities to succeed at this important part of networking. She provides tips for becoming a good storyteller, paying attention to a talk-to-listen ratio, and more. Lastly, there is an exercise in Chapter 13, “Head, Heart, and Wallet,” so we can reflect on what brings us happiness and what is the role of people in our happiness and success.

Porter Gale’s book looks at networking from a different perspective and takes into account the dynamic changes brought about by the impact of social media and technology. Gale stresses that we need to connect with people who have similar values and passions. Her focus is to look inside first, and outside second. With the emphasis on values and passion, networking shifts from being transactional to being transformational. Once our personal passions are identified it is important to collect experiential moments that document and validate those passions. These become powerful testimonials (stories) that demonstrate the value we bring to organizations, government, and society. Gale’s emphasis that networking should be life enhancing and collaborative gives us a different perspective on networking. Connecting with others who share similarities brings greater joy and prosperity to our professional and personal lives.

Reviewed by **Bruce Bloom**, founder of Career Consulting Services, career consultant, speaker and writer. Contact him at www.linkedin.com/in/careermanagement1

The Necessity of Strangers: The Intriguing Truth About Insight, Innovation, and Success, by Alan Gregerman. 2013. San Francisco, CA: Jossey-Bass. 240 pages. Hardcover. \$19.95.

Gregerman challenges readers to engage strangers with a sense of curiosity instead of distrust and suspicion to gain new perspectives and uncover different ways to solve the challenges before us. He offers this as a “counterintuitive approach to fostering greater innovation and collaboration” in our personal and professional lives. Dispelling the old adage, “It’s not what you know, it is whom you know,” Gregerman demonstrates that it is actually who we don’t know that will propel us towards success. He introduces a new paradigm for personal and professional growth, an equation:

**What I already know + My knowledge or understanding gap
+ A stranger (or strangers) who know how to fill it
= Business and Personal Success**

While it is a natural inclination to reach out to friends and colleagues to confide in, ask for guidance, problem solve with, etc., we learn there may be a limit to the value they can offer us. Gregerman lays out a compelling argument to demonstrate how adding strangers to our circle of trust can lead to growth as individuals, companies and organizations. Mastering the ability to engage, learn from and collaborate with people who hold world views different from our own is the key to discovering what we are truly capable of. The book is divided into three sections: 1) Frameworks, 2) Practice and 3) Possibilities.

Section One builds the case for the importance of incorporating strangers into our lives, acknowledging we must first overcome our aversion to them by challenging the prejudices and assumptions we have of others. It offers a set of guiding principles to build an open mindset, allowing us to engage strangers from a place of curiosity—the key to the entire premise of the book. Gregerman writes: “If we simply focus on their weirdness, we can keep from having to collaborate with them. But if we learn and appreciate what they know, especially the difference that we deem “weird,” we might be able to tie that to a shared sense of purpose and change the equation.”

In Section Two, the author explores the five key areas where strangers are essential to success, reminding us how we already rely on strangers in the form of things like hotel, restaurant and movie reviews to influence our buying decisions. Such “crowdsourcing”—a phenomenon fueled by the Internet—put strangers in the center of business today. Yet, many in Corporate America continue to ignore this phenomenon in their management styles. Gregerman points out the disconnect between words and deeds as Corporate America encourages employees to innovate yet rewards conformity. Chapter five is rich with ideas for ways to think innovatively about recruitment paradigms, orientation programs and employee engagement, all involving the power of strangers.

Finally, Section Three offers specific tools to help readers “unlock the power of strangers” at work and at home! Most useful for this Journal's readers is Chapter three. It contains invaluable information to help readers understand how they currently engage the world and how they might reframe their views to inspire personal and professional growth. It offers new ways to think about customers, business paradigms and personal relationships. The author encourages us to “approach any challenge and opportunity we face with a belief that we don’t have all the answers, and although we may be able to figure out the right solutions, there may be other folks we don’t currently know who hold the secret to a more effective or remarkable result. “Admitting we don’t have all the answers is a major stumbling block for most of us. To do so suggests we are flawed or deficient in our abilities. Yet, when we recognize that this admission provides an opportunity for growth that will allow us to reach a higher level of success, suddenly, our deficiency morphs into a strength. This stranger, Alan Gregerman, taught me that! Chapter six offers new ways to think about collaboration. The exercise, The Power of 10, can easily be used as a team building exercise

in the workplace or simply as a method to engage strangers we encounter on the train or in a café. Chapter eight reminds us that the best leaders are not those with the answers, but rather those who ask the right questions. “Leaders build cultures of conversation, engagement and possibilities,” writes Gregerman. Readers will uncover how to accomplish this goal by implementing the suggestions offered in the Toolkit found at the end of the book.

While it is easy to accept the core message of the book and agree philosophically with the ideas about innovation, collaboration and leadership, the author did not address the obvious obstacles that could hinder implementation of these ideas in the workplace. It would have been helpful to have some discussion about the challenges to help readers develop the open mindset necessary to move past “that will never work in my company” thinking. With that said, *The Necessity of Strangers* is an interesting read that reminds us *everything* is possible, especially when we rely on the kindness of strangers.

Reviewed by **Kathleen Brady**, principal of Brady & Associates CareerPlanners and Kanarek & Brady, author and frequent contributor to “Your Money” in the *New York Daily News*, and guest on *FoxNews*, *CNN*, *NPR*, *This Week in America*, *First Business Report* and more.

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Breaking the Bamboo Ceiling: Career Strategies for Asians,
by Jane Hyun. 2005. New York, NY: Harper Collins. 320 Pages.
Hardcover. \$24.95

Breaking the Bamboo Ceiling: Career Strategies for Asians serves as a career development tool for understanding and developing Asian professionals. This book is divided into three sections, and each section provides an in-depth information basis for understanding Asian career development. Intermingled with case study type narratives are facts as well as the author's insight and strategies.

In the First Section the author discusses Asian cultural perceptions and their impact and influence on career development. This part also included dialogue on how certain cultural values can affect the workplace. Corporate diversity practices and stereotypes are detailed in the first section.

The Second Section focuses on the individual career development process. It encourages the reader to conduct self-assessments in various forms. The overall theme was to gain an understanding of Asian identity as essential to being successful in navigating the career landscape for Asian American professionals. The cultural influence of family, especially, in the Asian community can be impactful to future career choice. The author suggests that there may be a shift in career choice pattern as generations move away from cultural norms towards assimilation into American culture. As a result of social norms within the Asian American community, networking proves to be a crucial tool but can be difficult for the up and coming Asian professional. This can be a challenge and in direct conflict to the culture of the individual.

Hyun encourages readers to get to know themselves, their skills and their abilities through various assessments. These assessments reassure the reader of the traits and qualities they possess that make them attractive to corporate America. The self-assessment platforms utilized are aimed at identifying motivating skills, understanding your Asian identity, knowing how others perceive you, and how you relate to key people in the workplace. One of the exercises engages the reader in creating a vision or picture of what they see in their own future forty years from now. Once this exercise is completed, Hyun then guides the reader to connect all they learned to identify those personal qualities that act as barriers to breaking the bamboo ceiling. These barriers can be personal and organizational in nature and drive the reader to gain a better understanding of not only their work place, but also themselves.

Finally, the second section discusses interviewing skills and techniques to help readers get the work they seek.

The Third Section is dedicated to creating and exercising career mobility strategies in the workplace. These chapters describe the importance of intentional career planning and the critical nature of one's professional identity.

Practicing career professionals will find this book a great resource for understanding a diverse population that is often understudied. The background information on Asian American culture is perhaps the most comprehensive in terms of detailing Asian cultural norms and their effects on career planning. That contextual information also supports understanding unknown bias that exists when working with clients in the Asian American community. The various case studies give perspective and context to the major concepts.

What can perhaps be the most important tools are the self-assessments. These tools engage the reader in self-discovery of their talents and how those can best be utilized in the workplace. Not in a stereotypical way, but as a means of achieving desired career success. Practitioners can help guide the use of these tools

for more in-depth study. Although further training may be necessary to fully realize the benefits of using these tools, they provide a great foundation for career coaching and planning.

It is also important to understand the corporate workplace and the importance of understanding those career drivers. Encouraging Asian American professionals to advocate for themselves and their careers through strategies such as seeking mentors and effective negotiation are critical. Lack of knowledge and ability in the area of self-advocacy is not uncommon for people of color.

This book is a great resource for anyone who wants to genuinely learn more about the challenges facing Asian American professionals. Hyun presents a mix of practical and factual advice integrated with her knowledge of what it takes to be successful in corporate America. From mentoring to negotiation, the book has a ton of great information to assist not only Asian professionals but also recruiting managers, career counseling professionals and anyone else who is integral in the development of Asian American professionals. The book is not afraid to address the stereotype of the “Model Minority” and other widely-held misconceptions about Asian American professionals. As an educational tool, the book has a wealth of information from the career development perspective, from understanding cultural norms, to engaging in self-reflection. The author makes practical suggestions for up-and-coming Asian American professionals. I would caution, as does the author, that this book cannot be used to generalize about the entire Asian American population. Hyun does the opposite by challenging the reader to strive for a greater sense of cultural competency and awareness.

Reviewed by **Anne Marie Edwards**, career counselor at Northern Illinois University primarily within the college of business marketing, accountancy and management.

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How to Negotiate Your First Job: 8 steps that will create value for you and your new employer,
by Paul F. Levy and Farzana Mohamed. 2014. CA: Process Improvement, LLC. 94 Pages. Paper. \$9.95

How to Negotiate Your First Job is aimed at students entering the workforce, and anyone approaching an experience of negotiating terms of employment. Intended for undergraduates, but also useful for graduate and medical students. The information in this book on how to approach and undertake negotiation is straightforward, practical, and concise. Structured into eight short chapters and less than a hundred pages in total, the book encourages readers to develop an understanding of why it is important to undertake negotiation, and describes the steps in the process of good negotiations. The book's co-authors provide an interesting perspective on 'both sides of the negotiation table' in that one author (Levy) is a more senior professional and former CEO, while the other (Mohamed) is younger and has more recently been *in the trenches* of navigating first steps in her career. Together, they offer anecdotes, examples, and advice to lessen the stress of the negotiation experience.

Negotiation is presented as a process that can be mutually respectful, not threatening or demanding. Most graduates have no idea what to say or do after being offered a job, and in the current economy may feel it is enough simply to receive an offer. Each chapter emphasizes the challenge of negotiating for those who have little experience, and recognizes the discomfort that many will have in the process, but also delivers the message that with understanding (and practice) anyone can succeed in building collaboration with the person on the other side of a negotiation.

All negotiators should focus on the positive and stay confident, the authors advise: "Once an employer has offered you a job, they clearly want you. They've likely spent thousands of dollars and hundreds of hours choosing you." The authors devote two chapters to presenting some standard negotiation theory: The BATNA (Best Alternative to a Negotiated Agreement) and ZOPA (Zone of Possible Agreement).

Using these concepts as a framework, readers can easily understand common factors present during negotiation. The interplay between employer and potential new employee is likened to a dialogue, best seen as a collaborative back and forth between two parties. "Trading on differences" is a suggested change in the traditional mindset of negotiation based on competition. Instead, the authors recommend finding things that are of high value to you, but low cost to your new employer, or vice versa. An example is forgoing health insurance coverage (which might already be available through alternate means) in order to get a slightly higher salary. Or perhaps asking for a flexible work schedule if salary can't budge. All the content is traditional negotiation advice, but this book nicely packages up the most important aspects of negotiation for beginners.

This book will be most valuable when working with career clients who have little or no experience in negotiation. Even individuals who are further along in their careers and have managed to avoid negotiation will find helpful hints. Many very successful and established professionals have never negotiated a thing when taking on a new role or responsibility, so the format of this book is a fast and compact introduction to the basics of negotiation. The advice and ideas given in the book work equally well for both corporate and nonprofit sectors. Counselors will find value in using this book to assist clients in preparing for a negotiation by using interpersonal skills such as building trust, active listening, and understanding motives as part of the negotiation dialogue. This book does well in presenting the idea of understanding the perspective of the "other side," and helps readers understand their own value and worth. The examples throughout the book present case studies of people fresh from the university world, whether undergraduates or PhDs, so this will resonate with student clients as well as recent graduates and young alumni.

Counselors will find the possible questions which might be encountered in a salary negotiation an excellent starting point when undertaking practice with clients. Even only having clients read the dialogue of the possible scenarios can create confidence and understanding. What makes this book effective is the writers' understanding of the intended audience. Well-organized, comprehensive, and thorough in outlining the fundamentals of the negotiation process, it offers positive and realistic advice suitable for anyone who is unfamiliar with workplace dynamics and the world of work.

Because this book is aimed at those who are inexperienced at negotiation, the cheerful tone of the writing provides information and encouragement without being saccharine. For example, supportive statements such as: "We want you to be successful!" and "We are going to give you the tools you need!" are counter-balanced by concrete examples and practical advice. A number of real-life stories and practice scenarios will help readers "sharpen their tactics," and learn not just by reading, but by doing. Too many negotiation resources portray the process as aggressive and combative, which is overwhelming to new graduates, so this simple (but not simplistic) book hits just the right pitch for students, young alumni, and anyone not entirely comfortable with the process of job-offer give and take.

Reviewed by **Natalie Lundsteen**, Director of Graduate Career Development, University of Texas Southwestern Graduate School of Biomedical Sciences (Dallas TX), higher education researcher, writer.
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Change Activist: Make Big Things Happen Fast,

by Carmel McConnell. 2002. Cambridge, MA: Perseus Publishing. 225 Pages. Paper. \$20.00

Change Activist is a how-to guide for anyone to employ the tools of social activism to achieve career success while remaining true to your principles. Carmel McConnell is a social activist who has also experienced career success in the corporate world. Her book combines her personal experience with many case studies to support her ideas. After an introductory chapter that asks the question, “How can you take charge of your life?” the book sets out to make the business case for change activism. McConnell’s list of benefits for business includes the following:

- 1) Workers with an activist mindset are better equipped to recognize and act on opportunities in a changing marketplace,
- 2) Activist employees are part of the diverse workforce that companies are courting to address skills shortages in the job market,
- 3) Activists hold their company to high ethical standards, which is good for business,
- 4) Successful activists are builders of trust, a quality that benefits any organization,
- 5) Honest dissent within a firm can help minimize costly mistakes.

The middle chapter of this book is the how-to section for applying activist principles to the workplace. It includes a seven-item toolkit for change. Each activist tool is made up of one or more transferable skills that are useful in any job. This chapter includes at least five practical exercises, three interviews, and many specific examples of how to apply activist tools in a variety of settings. There is an entire section of the book dedicated to career planning and motivation from an activist perspective. In urging readers to take control of their career, the author makes the point that “age 55” is not the appropriate time to start enjoying a life that usually...goes to about 70.” She follows up with a self-quiz to help the reader diagnose whether they are guilty of putting off their life until later.

McConnell concludes with a final discussion on the case for activism in the workplace with a focus on the lessons learned from different social campaigns. A key feature of this book is the set of eight activist rules, or guiding principles, scattered across the three middle sections. They include the ideas that “change has to be fast change,” “taking action increases your comfort zone,” you should have (and practice) an elevator pitch; anyone can lead; and you do not need external approval. These rules reinforce the author’s practical suggestions on applying change activism to the workplace.

Chapter Two of this book contains useful information for those of us who work with (or within) private business. Today the challenges of global competition and a skills shortage are impacting most industry sectors. This book gives examples of how change activist strategies can help businesses address both challenges. Corporate leaders and small business owners, many of whom tend to be politically conservative, are likely to recoil at the mention of the term “activist.” Of course we can share concepts from the book with business leaders without using what might be perceived as politically charged language. For example, to support the business case for employing workers with an activist mindset McConnell argues that they “are more likely to react at the speed necessary to compete.” The book includes three quizzes on pp. 27–32 that can help organizational leaders determine whether their workplace environment is one of fear, relationships, or trust. It also highlights several examples of how a focus on ethical business practices has helped companies boost their bottom line.

Chapter Three can help those of us who work with individual students or job seekers. The ideas may be particularly appealing to anyone who has a social interest, values relationships at work, or has a “feeling” personality type. Earlier in the book the author states that “every job is a compromise and we all trade a bit of happiness for a bit of economic security.” For those who want to be both socially active and

valuable to an employer, the activist toolkit on p. 94 can help them develop the right skill sets. In fact, a counselor or coach could use this chart and some of the related exercises to help motivate and focus some of their clients.

Change Activist can particularly benefit those of us who are or work with individuals who are concerned with social issues. It is a niche book that provides a fresh and unique perspective on career management for this important subset of the workforce. Furthermore this book includes examples from both the UK and North America, and thus has transatlantic appeal. Structurally, the book is a bit more free-flowing and less organized than most guides. However, the fact that McConnell puts a lot of herself and her own experiences into the text makes it an easier read. This book is already a bit dated, having been published in 2002. As is the case with any publication that uses current examples and case studies, it leaves the reader wondering whether its lessons are still valid today. I did some checking on the trends described in the book and found that most of them are still relevant for 2015. So I believe that this book will continue to be useful for the next several years.

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So Good They Can't Ignore You: Why Skills Trump Passion in the Quest for Work We Love,
by Cal Newport. 2012. New York: Business Plus. 273 pages. Hardcover. \$25.99

Cal Newport debunks the long held belief that “follow your passion” is good advice. After describing how this cliché is flawed, Newport explains the reality of how people end up loving what they do. Newport uncovers the strategies and the pitfalls of developing compelling careers.

So Good They Can't Ignore You focuses on four rules:

- Rule One, Don't follow your passion;
- Rule Two, Be so good they can't ignore you-the importance of skill;
- Rule Three, Turn down a promotion-the importance of control;
- Rule Four, Think small, Act Big-the importance of mission.

The passion hypothesis says that the key to occupational happiness is to match your job to a pre-existing passion. The problem with the passion hypothesis is that the more you seek examples, the more you recognize its rarity. Newport points out that compelling careers often have complex origins, and researchers who study questions of workplace satisfaction using rigorous peer-reviewed research have been discovering similar conclusions for decades. Unfortunately, many career advice providers have not given them serious attention. According to research by Amy Wrzesniewski, a professor of organizational behavior at Yale University who has studied how people think about their work, the happiest most, passionate employees are not those who followed their passions into a position, but instead those who have been around long enough to become good at what they do and develop a feeling of efficacy. They have developed strong relationships with co-workers and they have been able to see many examples of how their work benefits others.

Discussing how “Passion Is a Side Effect of Mastery,” Newport references Self Determination Theory (SDT) as the best understanding science has for why some pursuits get our engines running and others do not. SDT tells us that motivation in the workplace or elsewhere involves three psychological needs: ***Autonomy*** (the feeling that you have control over your day and that your actions are important), ***Competence*** (the feeling that you are good at what you do), and ***Relatedness*** (the feeling of connection to others.) When people have more control over what they do and how they do it, it increases their happiness, engagement, and sense of fulfillment. Newport calls it the dream-job elixir when this shows up, and he lays out cautions for people who are pursuing dream jobs. Your personal mission is a crucial factor for loving what you do. Mission provides a unifying goal for your career by giving it structure, direction, and a strong purpose. It provides answers to the question, “What should I do with my life?” It is broader than a specific job and can span multiple positions. It helps you focus your energy on a useful goal which in turn maximizes your impact on the world. People who feel their work matters are more satisfied with their lives and more resistant to the strain of hard work.

A part of Rule Four (Think Small, Act Big) is about how little bets can turn into big wins. The idea was borrowed from business writer Peter Sims who studies innovative corporations and people. Sims noted that rather than start with a big idea or a big plan or an entire project at the outset, greater success comes from a methodical series of little bets about what might be a good direction, followed by learning critical information from lots of little failures, and then from small but significant wins.

Newport also discusses how the law of remarkability impacts a mission-driven career in two ways. First, it must compel people who encounter it to remark about it to others. Second, it must be launched in a venue that supports such remarking. The key concept I learned about following your passion is that it can be dangerous and lead to a career of confusion and frustration. What is really important in effectively managing your career is to be aware of your career capital which consists of those rare and valuable skills

you possess that are valuable to the working world. This is the key currency for creating the work you love. This is a very different approach and mindset from the follow-your-passion idea.

Connected to this is the idea of approaching work from the craftsman mindset about the value you bring to the world. Fortunately, Newport delves into the five habits of a Craftsman which support the career capital approach. In this book, Cal Newport takes a unique approach to career planning by challenging long-standing ideas about finding and pursuing your passion. This book focuses on the importance of skills and combining them with the craftsman mindset that emphasizes the value of what you have to offer to the world. In addition, having more control over what you do and how you do it enriches your career by allowing you to use your career capital to give value to employers and the rest of the world. Cal Newport has given career management professionals another tool, resource, and perspective to assist individuals in effectively planning and managing their careers in today's challenging and constantly changing employment market.

Reviewed by **Bruce Bloom**, founder of Career Consulting Services, career consultant, speaker and writer. Contact: www.linkedin.com/in/careermanagement1

The Chimp Paradox: The Mind Management Program to Help You Achieve Success, Confidence, and Happiness, by Steve Peters. 2013. New York, NY: Jeremy P. Tarcher/Penguin. 360 Pages. Paper. \$16.95

The Chimp Paradox was written as a self-help book for people who want to understand and manage how their mind works in order to “achieve success, confidence, and happiness.” In this book, Dr. Steve Peters puts forth a mind-management model which explains how emotions (the Chimp), cognition (the Human) and memory of past experiences (the Computer) work together in the human brain. The book examines the seven major areas of your psyche (your inner mind, others, communication, your world, your health, success, and happiness) by looking at them as planets in a “psychological universe.” This model simplifies the complex science of how the brain actually works into easy-to-understand terms. It gives an understanding of how the Chimp can be your best friend or worst enemy (the Chimp Paradox) and how managing your emotions (controlling the Chimp) can lead to success.

Part 1 of ***The Chimp Paradox*** explains the parts of the brain and how they interact. The three main decision-making sections of the brain are listed and their functions are explained briefly. These are the sections that Dr. Peters lists as the “Chimp,” the “Human,” and the “Computer.” The way that the Human (practical) and Chimp (emotional) sections of the brain interact when faced with situations is explained. Ways to manage, or gain control, of your Chimp is discussed. Dr. Peters explains the “why” of Chimp behavior, and gives practical suggestions on how to counter the behavior. Part 1 then addresses the data storage space of the mind (the Computer). The Human and Chimp both look to the Computer for past experiences when deciding how to respond to a situation. Dr. Peters discusses how to change what is in your Computer in order to lead to more successful immediate responses to situations. Finally, how the workings of your mind affects your very personality is discussed.

Part 2 of ***The Chimp Paradox*** explains how the brain functions when relating to the outside world. This section first looks at ways to manage your mind (your Human and Chimp) when dealing with others. The importance of a support group, for both the Human and particularly the Chimp is stressed. Part 2 then moves into how to communicate effectively and to recognize when you are in the right environment for communication. Lastly, how to deal with stress, both immediate and long-term, is addressed.

Part 3 of ***The Chimp Paradox*** explains how to manage your thoughts and emotions to achieve success and happiness. All of these involve a choice, and the book goes through the process of planning for success. It looks at how to remain committed to a plan, taking into account hurdles, barriers, and pitfalls that may occur along the way.

The Chimp Paradox lends itself to usage in the career coaching process. Key points and a suggested exercise are listed at the end of each chapter. If the book is a suggested read for a client, these could be obvious discussion points in the coaching process. Dr. Peters explains the actual neuroscience behind the Chimp Paradox model in one of the book’s Appendixes. The inclusion of this section raises this model above the pop-psychology level in my mind. I found it useful to read this section toward the beginning of the book. ***The Chimp Paradox*** explains how the emotional side of the mind can get in the way of the decision-making process.

The chapters on success are particularly relevant for the career coaching process. The book first asks how success is defined, then it discusses the CORE principle: Commitment, Ownership, Responsibility, and Excellence. This book goes into depth in the discussion of commitment, and lists a set of questions to answer regarding the level of commitment. These are excellent questions to have clients consider when they are looking making a change in their lives. This book has an entire chapter devoted to planning for success. The difference between dreams and goals is discussed, and then a structured framework for devel-

oping a plan to meet goals is laid out. What is needed for the Human and the Chimp on each step along the way is laid out. Again, the framework for developing a plan could be useful in a coaching relationship.

This book is written in an easy-to-read, conversational format. Dr. Peters is a psychiatrist, and he draws on his practice to give excellent, real-life examples of the different concepts he is trying to convey. Because the book is an easy read, it is tempting to read it in one or two sittings. Don't do it! You will gain the most benefit, and understanding, by reading a chapter and then taking the time to do the suggested exercise at the end. On the downside, the book presents the Chimp and Human as two separate entities within a brain. This was a little confusing to me. I had to reflect on that for a bit, and read the Appendix on the science behind the model in order to get this clear in my mind. I do think that reading *The Chimp Paradox* has given me a better understanding of how emotions can control the mind. It is also given me ideas on how to counter this, both for myself, and especially for my clients. I feel I will be a better career coach by utilizing this model.

Reviewed by **Julie Olson**, Career Counselor, Trainer/Facilitator, Program Coordinator, Workforce Development, Inc (MN). Contact: www.linkedin.com/in/julieolson1



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Springboard: Launching Your Personal Search for Success, by G. Richard Shell. 2013. New York, NY: Portfolio/Penguin. 302 pages. Hardbound. \$26.95.

The purpose of ***Springboard*** is one of encouragement and providing a path for readers, career changers, and practitioners. Shell's theme in ***Springboard*** is defining success as personal and teaching us how to reach it. G. Richard Shell teaches at Wharton as the Thomas Gerrity Professor of Legal Studies, Business Ethics and Management. He created Wharton's "Success Course." ***Springboard*** makes the success process accessible for everyone, not just Wharton students and scholars. Shell begins with the question "What is Success?" and supplies various individual's responses in the first section of the book. The story of his own odyssey is likely to make nearly every reader believe transformation is possible. Shell touched bottom and his mental health guided him with a spark of hopefulness that grew and provided a foundation for him to carry forward to ***success***. He also describes the "Odyssey Years" as a relatively new term sociologists have identified and associated with Western culture—the years between ages twenty and thirty-five where one's journey points to the next stage of one's life. While the odyssey experience also occurs at other major life transition times, it's the early adult time that is particularly worthy of an odyssey title as a time of discovering what is important, what guides personal decision-making, and defining the goal for that next life stage.

Answers to the "What is Success?" question begin with intentionality, exploring social pressures from "be happy" to seeking wealth and fame, and wrapping up with the concept of "meaningful work," however one defines that. It's all dependent on what creates meaning for the reader. Various examples of "meaningful work" lead to the second section and action-oriented question: "How Will I Achieve It?" There are chapters outlining multiple steps appropriate for readers as consumers, or readers as career practitioners seeking suggestions for developmental activities for clients or for their own continued professionalism. Chapters are devoted to the topics of capabilities (what you can do better than most); motivation (your personal energizers); learning from failure (building self-confidence); focus (what will help achieve your long-term goals); and influence (earning and retaining credibility). The culmination for members of Shell's class is a student paper on what success means to them, unique for every student each term as it is individualized for each person who has committed to a long-term career development plan.

For readers who have not yet made that professional investment, this book is a blueprint to guide them, whether in their odyssey years or embarking on an encore career. For career management practitioners, professional or personal, Shell provides multiple examples from his personal connections and offers a structure to follow for career transition or exploration. The book is very well organized with reflective and action-oriented exercises included in each of the chapters. It is also very "digestible" in small sections, for small steps to lead to consistent progress. Gems are found throughout and chapters are filled with encouraging words and stories, with quotes to inspire.

One's own journal or workbook (hard copy or electronic) would be a most useful tool to accompany ***Springboard***. In every chapter there is something more to think about, to ponder. The best way to capture that information is to write it down or create a document for oneself that keeps everything in one place, with accommodation for space to review and highlight or add subsequent notes or "aha's."

Springboard provides a perfect structure for an online curriculum or course or plan of action for an individual or group. I can picture it as a workshop for an adult learning or adult education offering through a community organization, congregation, or encore career group. The structure is applicable for a traditional or non-traditional college age population, also. It is definitely a volume for one's personal/professional reference shelf. ***Springboard*** is exceedingly well researched and citations are included throughout, which I found very appealing and useful to encourage more in-depth reading on the topics. Shell

included many contemporary references, studies and books, including one of Daniel Pink's latest books on motivation. As a counselor, I objected to the assessment summary with characteristics paired with specific professions. That sells short individual differences and motivations to thrive, although perhaps some sort of assessment is considered mandatory in today's world of measuring and quantifying.

Shell's talents as a writer, identified as what he did better than most, and as a teacher are most evident in the construction of narratives to illustrate multiple important points for students and readers. He is indeed gifted. His description of the "Odyssey Years" and it being a value-neutral term was welcome in the face of the years of hearing about "mid-life crises" presented as abnormal and unhealthy. Both adult transitions times are part of the wheel of life and we learn from our experiences.

Reviewed by **Lanie Damon**, career specialist at the Georgia Institute of Technology with over 25 years of experience in various work settings, including her private practice which focuses on mid-career adults.
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Where You Want to Be, by David L. Van Rooy. 2014.
New York, NY: American Management Association. 230 Pages. Paper. \$16.00

If you're moving along nicely in your career, stuck somewhere on your way, or trying to enhance your personal life, this is a must read. It's short, to the point, and has useful exercises that can be done solo or in a group. Van Rooy offers seven key strategies to keep moving forward, or at least to not stay permanently on a plateau. In less than two hundred pages the reader is expertly guided by this psychologist educator's common sense methods for staying on an upward trajectory. True, we all level out now and then, and sometimes even begin a downward spiral, but building a successful foundation, permitting yourself resources, including other people, then being persistent, recognizing obstacles, and even asking for help will keep you steady. Soliciting feedback is difficult for many, but Van Rooy feels strongly that it's key to self-improvement and he offers suggestions on how to request advice from all levels of people around you.

He insists there is more to landing a job than ability. He argues that persistence and motivation are actually more important. Case studies illustrate many of his concepts which help the reader relate to his points. Mindset is key as is passion and, my personal favorite, grit. Being in science education for more than thirty years has exposed me to a wide variety of learners and personalities. Those who continuously push through obstacles, stay positive, and demonstrate curiosity often land the job over the technically proficient candidate who lacks those characteristics.

One of the major chapters in the book is "Think Big, Act Small, Move Quick." Dick Bass, a 51-year-old businessman with little climbing experience managed to climb the Seven Summits, the highest mountains on each continent. Goal setting, being patient, and aiming high helped Bass achieve this goal. Van Rooy suggests that you not overthink something. That can lead to paralysis analysis, but, like everything in life, there's a delicate balance. Sharing your goals with someone also helps you reach them, looping back to the suggestion that we all need mentors and maybe even our own personal advisory board.

The real heart of the book was the chapter, "Breaking through Plateaus," because, as someone who works in workforce development, I know a large number of students who are now unemployed. Many have plateaued but they took that "small bite" and decided to retrain. In a world where widening inequality results in fewer jobs for most people, it's difficult to not get stuck in a negative feedback loop. Learning new skills and staying or becoming current in technologies help enormously.

He suggests reinventing yourself if you can (think Lady Gaga and Tony Bennett). Trying to change your habits is a good idea as doing the same thing over and over and expecting different results, as we know, is one definition of insanity. As we continually map out our trajectories, we need to avoid complacency and stagnation. Easier said than done, but revisiting or even changing your goals if necessary can help send you back on an upward trajectory.

There is a chapter on failure, something Van Rooy suggests you depersonalize. He gives suggestions on how to change learned helplessness into learned optimism. Grit and persistence are particularly helpful in these cases and playing the victim is the worst response to failure because it can then cascade. Consider failure finite and follow it with success. Van Rooy even throws in research findings on personality types which, if you can understand who you are, can help navigate you through some of the failure and success. Visualization is another strategy that can help people feel, and then actually be, in control. If you picture yourself in front of a group commanding their attention, or visualize yourself "big," it's a powerful tool. You can actually perform better if beforehand you walk through the scenarios and see yourself doing well, standing tall, and taking control.

Van Rooy cites research and instances where athletes, for instance Michael Phelps, use this technique to enhance their performance. This can mean preparing thoroughly for interview questions ahead of time, so you are prepared. This boosts confidence and self-efficacy. The biggest take-away from *Trajectory* is that success precipitates success and we are all in charge of our own trajectory. We must recognize that change and adaptation are required for success. Insights, case studies, and written exercises illustrate all of the strategies in this book. My favorite quotation from the book? “There is a reason that the windshield is bigger than the mirror,” (p. 213). This book is a reminder that it’s in our power to keep our focus on what’s ahead and shape our future.

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Chapter 3

WORK-LIFE BALANCE

Leading the Life You Want: Skills for Integrating Work and Life,

by Stewart D. Friedman. 2014. Boston: Harvard Business Review Press. 256 Pages. Paper. \$26.00.

Leading the Life You Want is intended to show the reader how to integrate work and life with its real life examples and exercises for practice. The theme was harmony in all four areas of life (work or school, family, community, and self). The intended audience is adults, though it seems most appropriate for working class and professionals. The intent of the book was clear from the first few pages: In order to have the life you want, there must be harmony in the integration of work and life. The author tells the reader to replace the idea of a work/life balance with the concept that we really can “have it all” if we focus on creating harmony with all aspects of our life (work or school, family, community, and self).

Friedman discusses his “Total Leadership” model and the key principles in living more harmoniously: being real, being whole, and being innovative. To be real is to act with authenticity, to be whole is to act with integrity, and finally, to be innovative is to act with creativity. The introduction pulls the reader in with the concept of work/life harmony versus balance – a unique approach for a new way of thinking. He discusses the issues with trying to “balance” life and why this fails to work.

Friedman outlines his book, telling the reader what will be discussed in the following two sections. The First Section of the book is dedicated to the six stories of well-known figures: Tom Tierney, Sheryl Sandberg, Eric Greitens, Michelle Obama, Julie Foudy, and Bruce Springstein. In fact, a large portion of Friedman’s book is focused on those stories. In each mini-biography, he concludes with information on how each individual has used features of the “Total Leadership” model. He takes the different aspects of all the elements (“real, whole, innovative”) and explains how these people have incorporated each into their lives to create harmony.

The Second Section of the book contains simple, easy-to-use exercises that are helpful in learning to become real, whole, and innovative. It forces the reader to think critically. This is not a section you would be able to “speed read” through. The exercises in the latter section of this book make the reader slow down and self-reflect. These exercises focus on action. There are six skills for each of the three elements (real, whole, innovative), and the point here is to learn how to adapt them to your life. For each skill, the author gives two different exercises (for a total of 36 exercises). It’s not mandated to do each one, rather the author allows flexibility by telling the reader to pick and choose which are most relevant for the time being.

The exercises aren’t difficult but they do take time. They offer a new way of approaching life and provide steps in the right direction for “being real, whole, and innovative.” I believe this book appeals to two different types of people: those who enjoy reading biographies and studying examples of demonstrated skills, and those who prefer learning about techniques and trying to apply them in their own life. Both types will benefit from this book. The latter may find entertainment in discovering what these applied techniques look like in the lives of famous examples, and those who enjoy reading their biographies can learn ways to apply the same principles in their own life through simple exercises.

I think this book could be useful to the overachievers out there (like me) since we tend to pile too much on our plates sometimes. There are gold nuggets of information in this book that can truly help create the integration we crave instead of the “balance” we try to accomplish that often leaves us feeling unsteady. The topic of Friedman’s book is very relevant to this day and age.

In the first section, I found it helpful that the author gave concrete examples in the mini-biographies of people living out what he calls “being real, being whole, and being innovative.” They are entertaining to read and it’s clear that much research was put into the development of each story. If I were to find anything to critique, it would be that for me, I found the exercises much more helpful than the stories. As mentioned earlier, a large portion of the book was dedicated to showing how these people utilized different strategies in the “Total Leadership” model to create harmony. Though this was of some interest, I found the techniques more useful and preferred to read these in more detail and work on applying some to my life, versus reading how others had done so already. I was eager to get to the “action” part. Your experience may differ.

Reviewed by **Christina Hicks**, vocational and career counselor, owner of Hicks Vocational Services.
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The Secret to PEAK Productivity: A Simple Guide to Reaching Your Personal Best,
by Tamara Myles. 2014. New York, NY: AMACOM. 206 Pages. Paper. \$16.00

The Secret to PEAK Productivity is to help people achieve their personal best by developing a specific action plan. People who want to achieve more and increase their time-management and organizational skills will benefit from this book. This book aims to help you streamline and organize your life both personally and professionally.

Through real life examples, the author's own experiences, and real-life case histories, the five levels of Maslow's "Peak Productivity Pyramid" are thoroughly explained. The author takes you on a journey exploring Maslow's theories, and the reader is offered the "Peak Productivity Pyramid Assessment." Once the reader takes the assessment, and the scores are revealed, the reader will gain insight into their own personal productivity and organizing styles. The assessment uncovers what is working well and what needs improvement.

This book covers physical and electronic organization, time management skills, activity and goal alignment and a takes a look into the future of possibilities. Each level is written in an easy-to-understand format, but also covers each level in depth using tools and real-life examples. Before and after photos show and detail the level of organization reached, easily, effectively and in incremental steps that do not overwhelm the reader. There are plans, calendars, productivity pointers and life-changing skills. The suggestions covered in this book are helpful for professionals in organizing and streamlining their paper-tigers, electronic data and the overall appearance of their office. The book also helps individuals organize their life, their calendar, their bills and the household. All suggestions are easy to apply if people remain open-minded to new ideas and small changes that reap big rewards! The book concludes with an afterward by the author, and a comprehensive list of resources.

The most useful information in this book is the "Peak Productivity Pyramid Assessment." After taking the assessment, the reader can pinpoint exactly where their strengths and weaknesses are. The reader can then either read specific sections relating to what needs improvement or read the entire book. The book is chock-full of inspiration using quotes, real-life stories and easy to apply strategies. If you are overwhelmed by your organizational needs, this book will help you sift through your chaos easily and steadily until your goals are reached. I thoroughly enjoyed this book. As a business owner, I read and re-read the section on time management. I have looked at the Planner Pads "funnel-system" calendar and will be purchasing one based on the recommendation in this book. I am a Certified Professional Résumé Writer and time-management is crucial to running my business and meeting client deadlines. I also work as a Virtual Assistant to a Professional Organizer and will be recommending this book to her. It is an encouraging book and it lets people know that if they are willing to try a few simple changes their lives will be made easier and more manageable. This book is a reference I will be referring to often!

Reviewed by **Laura Slawson**, Professional Resume Writer and Virtual Assistant at The Creative Edge LLC (NJ). Contact: www.LauraCreativeEdge.com

Chapter 4

JOB SEARCH

Powerful Phrases for Successful Interviews, by Tony Beshara. 2014. American Management Association. 226 Pages. Paper. USD \$10.95.

Powerful Phrases for Successful Interviews is a book intended for career seekers who want a better understanding of how to attain the job they want. This book guides readers in understanding the importance of communication in the job search process. Beshara provides detailed interviewing techniques to assist the job seeker in having the best interview experience. Each chapter tackles a different part of the job search process.

Beginning with getting a face-to-face interview, the book discusses the importance of being able to self-promote your skills and abilities to land the next opportunity. Job seekers should take advantage of their network, including previous employers, competitors, and family, to assist in their job search. This book suggests the job seeker be aggressive and not timid when contacting employers for opportunities. In addition to the resume and cover letter job seekers can send documents that are concise and speak to previous success. Examples include performance reviews and self-assessments that show your strengths.

Beshara then advises the reader on those powerful phrases needed throughout the interview to demonstrate a level of competency. Hiring managers seek to hire the right candidate the first time, and mitigating risky hires is essential. Therefore the candidate who uses the wrong words could be disqualified as a potential candidate.

This book details over four hundred specific questions and the best methods for answering those questions during the interview. Beshara covers topics such as your ability to do the job, problems in your background, and negotiation. The book also includes specific questions for different positions, and spans the job search process from beginning to end. In addition to the interview questions, the book gives practical job search strategy advice. The ability to demonstrate your effectiveness within a specific position can speak directly to a hiring manager. Almost equally as important as the interview is the follow-up with the employer. Being intentional about how you communicate with the employer can impact whether a candidate will get the job. The book offers post-interview communication advice that tells the reader to send an immediate email that is short and specific.

Every chapter has similar to-the-point advice aimed at offering practical job search guidance. Interview preparation is key in the job search process. This book is a good tool for helping clients to prepare for interviews. The questions and answers to specific interview questions are useful when working with clients, individually or within a group setting. The ability to understand the job search process from the hiring manager's point of view is critical. The ability of the job applicant to discuss transferable skills in an interview is especially important to career changers.

This book addresses topics of importance to career changers and adults such as how to handle issues in your background. Another helpful section addresses specific careers. When working with adults and career changers, having information that is geared toward their situation can assist in gaining buy-in to the career development process. One of the most important, but most difficult to discuss issues in career

development work is the offer and negotiation process. This book walks the candidate through questions that should be asked once an offer is made.

Overall, this book provides straight-forward advice that can be used in many ways including conducting a mock interview and encouraging self-preparation for the next interview. Perhaps the most important component is the idea that candidates are in control of their own job search strategy. The book suggests that in order to be successful, you have to put in effort to get the job that you want. Beshara did a great job in translating his human resource experience into this useful tool. This is not a book for career explorers, rather for those individuals who are aware of their career choice. Every chapter is packed with information jewels that encourage the reader to, among other things, advocate for themselves and to help them discuss irregularities in their background.

Beshara has pinpointed some of the issues facing the twenty-first century job applicant. Practitioners can encourage clients to utilize the text to gain better confidence and competence in interviewing. Companies are becoming innovative in their hiring practices and job seekers need to be genuine in their approaches. Beshara presents a useful resource for assisting in developing the job search skill set for any candidate willing to put in the work.

Reviewed by **Anne Marie Edwards**, career counselor at Northern Illinois University primarily within the college of business marketing, accountancy and management.
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What Color is Your Parachute? Guide to Rethinking Interviews,
by Richard N. Bolles. 2014. Berkeley, CA: Ten Speed Press. 90 Pages. Paper. \$12.99

Guide to Rethinking Interviews is intended to reduce job interviewing down to the very basics for job seekers and employment services professionals alike. The first section is titled “Boiling Things Down to Their Essence” and it helps the reader to set expectations for the whole book. Bolles takes one of the most complex and fear-inducing aspects of job search and describes it to make it both familiar and simple. Instead of a long list of one or two hundred typical interview questions, the author offers the simple five questions behind everything an employer actually wants to know. He pairs this with the five questions that every job seeker must have answered by interviewers.

The next sections of ***The Guide to Rethinking Interviews*** walk the reader step-by-step through the typical interview process. “Before the Interview,” according to Bolles, is “in many ways just as important as the interview.” As the author says, “In the hiring game there is only one word for job-hunters who don’t prepare for the interview, but just show up. That word is lazy.” Preparing includes researching the job, researching the company, and even researching the interviewers when possible. This section also includes practical advice about preparing your appearance for the interview.

In “During the Interview,” the author lays out the various possible types of interviews and specific success strategies for each. This includes a number of concrete and specific tips including: “twenty-second to two-minute rule,” “the 50-50 rule,” and how to handle the dreaded question, “What’s your greatest weakness?” This section also shows how to use the questions being asked to determine how you are doing in the interview based on “five time stages.” This is a very helpful way to gauge, during the interview, how things are going so you can adjust as necessary.

The “Closing the Interview” section sheds light on whether you should ask for the job offer and how to respond to the four most common types of job offers. This is followed by “After the Interview” which tells you the one most overlooked step in the entire interviewing process. This is a step that every job seeker can’t afford to skip. No book on interviewing would be complete without examining the reasons why people don’t get hired.

The Guide to Rethinking Interviews offers concrete examples of the various little things that can sabotage the best of applicants. One example given is the advantage of being a non-smoker. In the quoted study, ninety-four percent of the time, with equally qualified applicants, the job goes to the non-smoker. Other tips give concrete examples. We all know “self-confidence” is important, but the author spells out what that looks like with specific examples.

The Guide to Rethinking Interviews closes with two extra sections – one looking at common misconceptions about “handicaps,” and the other on salary negotiations. Both of these sections provide clear information and tips that every job seeker will find helpful. For the career services professional, ***The Guide to Rethinking Interviews*** is a great book to include on your desk. For a busy professional there is not always a lot of time to read some of the larger books of the industry.

This slim volume gives you the information you need in a very condensed package. Rather than spending a lot of time on theory, this book is focused laser sharp on the things that work for real people every day as they look for work. The section on “handicaps” can especially be used to help clients with whatever challenges they are facing. This is an issue every job seeker faces in some form or other, even if they do not realize it yet. This brief section includes this amazing insight: “You can’t possibly have a handicap that will keep employers from hiring you. You can have a handicap that will keep some employers from hiring you.” If some employers won’t hire you, then it follows there are others who will hire you.

Readers are given a simple method that anyone can use to show they are the best applicant, with or without a handicap. Many of my clients express frustration as they get competing advice from various employment professionals. That advice too often is framed in a “this is how you must do it” manner, with little explanation of reasons behind it. Bolles does not only state his opinion, but he explains the thought process behind it. This allows the reader to decide if this will apply in their specific situation, or may need a bit of modification to make it work. I especially like that the author takes the mysteriousness out of the whole process and lays out a clear path to follow in the real world.

Reviewed by **Joan Mershon**, employment and life skills strategist and owner of LifeAbility (OR).
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Get a Job! 10 Steps to Career Success, by Kathleen Brady. 2013. Portland, OR: InkWater Press. 184 pages. Digital edition. \$13.95

The purpose of **Get a Job!** is to assist all levels of job seekers, from entry-level to senior-level, learn how to effectively start and manage a job search action plan. Kathleen Brady takes a very positive outlook on the job search process and breaks down each step into manageable chunks for her audience. She is keen to point out that the job search process is circular and continuous and that everyone must continually assess and articulate the value they have to offer. She highlights that the way one thinks about a transition can make it easy to handle or nearly impossible to manage. Many people focus on the obstacles that exist to impede their efforts rather than the choices available to overcome or manage those obstacles.

With Kathleen Brady's winning formula of self-assessment plus market assessment, she walks each reader through a guided, detailed and manageable plan that equals career success! With her explanation of being driven to succeed at the beginning of the book, it is easy for every reader to understand the short-term plan alongside the long-term goals of success. This book provides techniques in easy steps to move forward in planning and preparing job search action plans. There are valuable activities and exercises to use.

Chapter 3 is about defining your "product" and discusses why it is important to know what you have to offer in order to be able to meet the needs of your target employer. This chapter introduces the concept of the ABC's of job hunting. This acronym showcases the importance of continually cataloguing your Abilities, acknowledging your Beliefs, and Communicating your message effectively, not only throughout your job search, but also throughout your career.

Chapter 5 (Market Research) highlights the importance of getting A.I.R. during networking: Advice, Information, and Referrals. It is explained that during the networking process it is not reasonable to expect a job from a contact, but rather a contact is there to provide information, referrals, ideas and moral support.

Chapters 8 and 9 discuss the importance of verbalizing your strengths and value during the interview process. The interview process starts with the employer buying and the job seeker selling. It is explained how this balance will shift as the interview progresses to the negotiation phase. The book ends similarly to how it begins—by tying the ABC's of job hunting into a process that is circular and continuous. The notion that a positive and focused, but flexible, career development plan is what will serve a job seeker throughout their career is the main message of this book. Not only is this a great resource for every job seeker, but it is a valuable tool for career practitioners seeking positive and motivating step-by-step exercises and activities to assist their clients through a job transition.

The information found throughout the book is not necessarily new from a career practitioner perspective, however, the activities and exercises provide a great way to walk clients through the job search process and help them assess their strengths and key buying motivators. From the Dream Action Plan, to informational interview ideas and topics that can be addressed, to the Annual Self-Appraisal exercise, clients will be encouraged to examine their strengths and career goals in a manner that is rewarding.

The activities are easy to follow and can effortlessly be completed by even the most overwhelmed job seeker, making it a great resource to recommend to clients in transition. Applying the winning formula of "self-assessment + market assessment = career success" to your coaching strategy with clients will assist you in helping your most troubled job seekers see that there are choices available to overcome and manage any career obstacle they may be facing. If you are seeking an enlightening resource that provides a step-by-step plan through the process of self-evaluation, conducting market analysis and research, creating personal marketing documents, networking and interviewing, then ***Get A Job! 10 Steps to Career Success***

is the resource you have been waiting for! As a Canadian practitioner, this book was bang on! The way in which the author encourages her reader to remain positive, no matter the circumstance of their situation, is exactly how I coach. Kathleen Brady is correct in stating that “attitude drives behavior, and a positive attitude is critical to success.” Her ABC’s of job hunting guarantee that the reader remains on task with the winning formula for career success. It is evident that Kathleen Brady is passionate and committed to helping her readers achieve their career goals through detailed activities and exercises that are easy to complete and powerful in assessing strengths and fostering hope. This book truly is an easy-to-follow ten step process for career success. Adults, whether in a career transition or not, will benefit from reading this book and following the activities.

Reviewed by **Skye Berry-Burke**, founder of Skye Is The Limit Resume & Career Solutions, contributing blogger and author, and Certification Assessor for Career Professionals of Canada.

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Cover Letter Magic, Trade Secrets of Professional Resume

Writers, by Wendy S. Enelow and Louise M. Kursmark. 2010. Indianapolis, IN: JIST Works. 443 Pages. Paper. \$18.95.

Cover Letter Magic demystifies the writing strategy, composition, formatting, and distribution of cover letters. It is appropriate reading for job seekers and career professionals alike. A virtual encyclopedia of job search correspondence, ***Cover Letter Magic*** is divided into four parts:

- Creating and Distributing Your Cover Letter.
- Sample Cover Letters.
- The Total Job Search Strategies, Tips, and Techniques, which covers Thank You Letters, Recruiters, and Resumes.
- The Appendixes are packed with keywords, action verbs, as well as listings of job search and career-related web sites.

The authors waste no time in unveiling their secret formulas. In the inside front cover, they identify nine cover letter types. Enelow and Kursmark weave their expert instruction into every page of the book. The introduction to ***Cover Letter Magic*** reveals the top ten writing strategies for cover letters paraphrased below:

- Make it easy for your audience to understand who you are.
- Use a unique, professional format.
- Highlight relevant qualifications, slanted to the career path you are pursuing.
- Spotlight your most relevant achievements.
- Demonstrate your knowledge of the company and/or the position you are seeking.
- Explain why you want to work for this company and the value you bring to the company.
- Be sure your cover letters have a nice presentation.
- Proofread to achieve error-free copy.
- Keep it short.
- Ask for the interview.

Part 1, Chapter 1 delves into the significant points, explaining which cover letter formats work best and why. Whether you are writing an ad-response letter to a company or recruiter, a cold-call letter to a company or recruiter, a referral letter, a networking letter, a follow-up letter, a broadcast (or value proposition) letter, or a sponsor letter, there are detailed instructions, helpful tips set off by a whimsical graphic of a magic wand, and easy-to-follow examples.

Cover Letter Magic also serves as a job seeker's or resume writer's workbook with prompts for pre-planning, composing, and editing cover letters.

The authors' alchemy continues in Part 2, as the authors present more than 120 sample cover letters contributed by professional resume writers, each letter having a unique industry slant and situation-specific focus. This section of the book is resume writers' gold! Captivating and instructive, Part 3 contains advice from recruiters, tips for NexGen job search letters, a brief overview of resume writing strategies (which is covered in more detail in the companion book, ***Resume Magic***, by Susan Britton Whitcomb), strategies to recession-proof your career, and tips for work/life balance.

Enelow and Kursmark deliver informative, in-depth content on the topic of cover letters. For professional resume writers, the nine writing strategies and best formats provide an excellent frame of reference. The editorial checklists are terrific. To summarize the information that the authors went to great lengths to explain: brevity, clarity, and chemistry are the magic mix for a cover letter that conveys a distinctive and memorable message.

Job seekers may be somewhat overwhelmed by the amount of information contained in this book, especially if they try to read it from cover to cover. A better reading strategy would be to use the book as an encyclopedia by picking a topic of interest. That said, it is probably best to read Part 1 in its entirety, and then skip to the index to find examples of letters in the job seeker's particular industry. A drawback to this approach is that the reader may only gain surface knowledge of the overall writing strategies and may miss some of nuances that would help them improve their writing. The worksheets help writers develop and refine their overall composition and presentation.

Don't miss the editorial checklist on pages 367 and 368 titled, "Is Your Resume Working for You?" There's no need to suffer from writer's block when you have *Cover Letter Magic* in your professional library. The next time you are at a loss for words, flip to the extensive word lists in the appendixes to pick the perfect word. Presto! Writer's block disappears! In the four years since this edition was published, technology has advanced rapidly. Although it is practical to use index cards, paper and pen, a notebook, and a calendar to manage a job search, more information about online contact management programs, calendars, and mobile phone usage would be helpful. To their credit, the authors weighed the pros and cons of using computer-based appointment and calendar programs versus paper on pages 147-148.

Chapter 18 could use a bit of updating to reflect technological advancements in job search, especially the use of social media by companies, recruiters, and job seekers. Also, it could include the type of written messages appropriate for networking with social media (texts, tweets, and LinkedIn® etiquette). But there are books on the market devoted entirely to this topic. The authors stayed true to their purpose for this book, sharing trade secrets of professional resume writers to help their readers create compelling cover letters.

Reviewed by **Sharla Taylor**, author, professional resume writer and job search coach at Written By A Pro. Contact her at www.writtenbyapro.com

The Shortest Distance Between You and Your New Job,

by Christine Posti. 2011. Pittsburgh, PA: Posti & Associates, Inc. 139 Pages. Paper. \$12.95

The Shortest Distance Between You and Your New Job is targeted to job seekers, whether employed or unemployed. Posti provides readers with a game plan from designing a job search plan to interviewing and negotiating job offers. Starting at the beginning, Posti helps readers determine a target for their job search and provides tips and tricks to make sure the job search does not become overwhelming for the job seeker. After identifying the job target, the rest of the book is broken into short, easy to understand chapters dealing with the different components of the job search. Posti discusses the importance of being proactive instead of reactive, which is an important distinction to make during a job search. Even if leaving a position was not your decision and you feel like you have to find a new job quickly, you still need to stay in the proactive frame of mind. Job seekers focus on the tangible aspects of their job search, such as the cover letter, resume, and interview, but Posti explains the importance of also focusing on the intangibles such as the job seeker's mindset, attitude, and environment.

In the chapter discussing weaknesses, Posti reminds job seekers not to be defensive about their weaknesses and provides real life examples of how job seekers can handle questions regarding their weaknesses. An area that many job seekers, as well as employed workers, have problems and concerns about is networking. This book provides practical information about networking, including how to create a contact list and examples of conversation starters when calling to speak with contacts about your job search. By providing practical examples, the job seeker can better understand the process of networking as well as have an example to help them until they become more comfortable with the process. Job search support groups are not necessarily an area that job seekers know about or consider during their job search. This book explains the purpose and benefits of participating in a job search support group for practical support, as well as emotional and social support.

The rest of this book is broken into easy-to-read and understandable chapters discussing resumes, recruiters, cover letters, interviews, negotiation of offers, and information about what to do after you are hired. Posti makes an important point at the end of the book that job seekers spend so much time and effort finding their dream job, but it is equally important to start that new job off on the right foot and continue the process of fitting in to your new work environment.

The first chapter entitled "What's Your Target?" is extremely useful in helping job seekers determine why they are looking for a job and how they can turn their passion into their livelihood. It contains helpful information for a job seeker to help ground them in their job search and make the process feel more manageable. The rest of this book contains the nuts and bolts of how to network, write a resume, and interview. These are extremely helpful, but the first chapter is vital in helping job seekers understand where they are presently and why they want to make a change in their career. This first chapter should not be overlooked.

Often job seekers focus completely on getting a new job or getting out of their current situation. They forget to ask themselves why they want a new position and what they truly want to be doing with their life and their career. Posti looks at these important questions for building a strong foundation for the rest of the job search. The anecdotes, sample scripts, and exercises make this book easy to understand and apply to any job search situation. Posti presents a very easy to read and easy to understand book on the job search process. This book can be read from cover to cover in a short amount of time, or readers can select the areas they are interested in or need more assistance with. Clear chapter headings make it easy for job seekers to focus in on the areas they are most interested in. Posti provides practical information to help job seekers find their next job in the shortest amount of time.

Occasionally, this book is very frank and does not provide the reassurance or compassion someone may need while going through a career change or job search, but the author promises a “no fluff” approach to helping job seekers get to their new job. Posti provides just that.

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Negotiation, by Brian Tracy. 2013. New York, NY: AMACOM. 102 Pages. Hardback. \$9.95

Negotiation, the second book in the Brian Tracy Success Library, is a pocket-sized guide containing twenty-one ideas for becoming a winning negotiator. It is appropriate reading for anyone preparing to negotiate a business deal. As the author points out, even little children negotiate using hugs as currency. As we grow into adulthood, this skill becomes increasingly critical to cultivating relationships, resolving conflicts, and achieving solutions for our clients, our companies or non-profit organizations, and ourselves.

Brian Tracy summarizes, “Your success in business and in life will be determined by your ability to negotiate.” Written in a down-to-earth, conversational style, Brian Tracy weaves nuggets of wisdom and engaging real-life examples with practical tools, tactics, and strategies. You can use this concise book to quickly learn:

- Why everything is negotiable and how to overcome their negotiation fears.
- How to excel at long-term negotiating and create a foundation for lifetime business relationships.
- The six styles of negotiating — win/lose, lose/win, lose/lose, compromise, no-deal, and win/win — and how to choose the right style for their desired result.
- The uses of power in negotiating—including the power of preparation and the power of empathy, as well as the power of authority.
- The strength of suggestion in negotiation and the key to persuasion by reciprocation.
- Why negotiations are never final and how to know when to walk away.
- The core qualities and four best practices of a successful negotiation.

Chapter 9, titled “The Element of Time in Decisions,” is perhaps the most enlightening chapter. It describes how to leverage time to one’s advantage in negotiations. You will learn why it is beneficial to negotiate an automobile purchase at the end of the month when the sales representative is striving to meet a sales quota.

Chapter 14, titled “The Law of Four,” contains smart, actionable advice. It walks the reader through how to break a stalemate in negotiations by determining both parties’ primary issue and three secondary issues and how to work through the least controversial issues first in the negotiations process. To be such a small book, it is brimming with smart, actionable advice.

Chapter 15 covers subtleties like location, the power of personality, how attitude is conveyed in one’s body language, the importance of a comfortable negotiating environment, as well as how fatigue, hunger, and thirst can affect negotiations.

Chapter 16 discusses reciprocity, how giving and taking is the most powerful way to gain agreement and commitment.

Chapter 17 covers using social proof to persuade buyers to close the deal.

Chapter 19 explains why walking away from negotiations could actually bring you nearer to closing the deal. By studying the information contained in Brian Tracy’s *Negotiation*, you can enter negotiations with confidence because this handy guide places the power of an expert negotiator at your fingertips.

Reviewed by **Sharla Taylor**, author, professional resume writer and job search coach at Written By A Pro. Contact: www.writtenbyapro.com

Finding Work When There Are No Jobs, by Roger Wright. 2013. Chicago IL: Think Different Press. 207 Pages. Paper. \$14.99.

This book is intended to change the way we think about finding work. Wright's idea is that we need to look at a different approach and strategy to deal with the challenging and constantly changing employment market and workplace. His book focuses on the five principles around which our journey is organized to result in a new way of thinking about finding work.

1. Tell Your Story

This starts with listening for any types of connections you might have to the person you are talking with. This could be something you have in common or something you hear that sparks your interest. As you listen you begin to raise your own personal connections to that person. Bits and pieces of who you are naturally connect to what you have heard from the other person. These natural connections are what you are looking for. When you have mastered telling your story you will have a strong command of it and can tell it at the right time to the right person. Two important questions to ask yourself are: When you tell your work history story are you including examples of where you made a difference? If the dates, locations, and details of past jobs were erased, what would you remember?

2. Add Music to Your Story

This adds richness and substance to your story, making it more powerful. Adding music helps you to begin thinking and expressing the value you bring to work in terms of the rhythm of being able to perform task consistently. The rhythm is the backbone of the journey. Harmony is a way to think about the relationships on the journey and the tone is struck in solving a problem. The chorus of agreement you bring to a project is connecting your story to the elements of music that turn your story into something people will want to listen to.

3. Communitize

As an actively participating member of a community your actions are multidimensional. You directly participate in working community challenges through to completion. You celebrate community joys and interact with communities connected to your own. When you communitize you become woven into the fabric of a community. The more embedded in a community you become, the more you see needs. Stop looking for jobs and look for the needs. Working from the inside of a community to your fullest will put you in the best position to find these needs and connect them to the work you want.

4. Solving A Mystery

Solving a mystery is solving a problem, performing a task, or figuring out something that was baffling others. This connects you to work because you did something they could not do. This makes you extremely marketable to employers by demonstrating that you are a problem-solver who brings value to organizations.

5. Practicing Stewardship

This is taking care of something larger than you are. This encompasses and touches on all five principles. Adding this to our stories helps them become clearer. This helps us find work that has meaning to us and value to employers. These five Principles of Work gives readers specific examples that illustrate how to apply them. For example, Telling Your Story includes those parts of your work history that make a real difference. The story should bring out your genuine authenticity and honesty. Adding music to your story makes it more powerful by bringing out the value of your work to employers using rhythm and harmony. Communitizing is today's networking/connecting. Communitizing helps you to shift your focus to actual needs, not jobs. Employers have needs and problems to solve (these are jobs). Focusing on an employer's needs and problems along with demonstrating the value you bring to deal with their needs and problems

is critical when seeking employment. Solving a Mystery by solving problems others (employers) are unable to solve demonstrates the value your work brings to their organization. Practicing Stewardship focuses on looking at the bigger picture which helps stories become clearer. There are plenty of stories showing how people used one or more of these Five Principles to find work. These stories give readers a better understanding of how applying the principles can help them find work by addressing the needs of employers and not looking for jobs in the traditional ways.

This is one of the few books that does not give readers a specific check list of strategies for finding work. What it does, however, is give readers Five Principles which stimulate innovation and creativity to create a customized strategy for them to follow. These Five Principles help make better use of traditional resources by adding more depth and value to them. The stories in the book serve as excellent examples of applying each principle and showing how to identify and meet the needs of employers. These demonstrate the value readers bring to an organization by simply thinking differently about approaches for finding work. The stories near the end of the book focus on people who used one or more of the Five Principles to find work. These stories are excellent learning tools for us to begin understanding this different approach to finding work.

Reviewed by **Bruce Bloom**, founder of Career Consulting Services, career consultant, speaker and writer.
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Chapter 5

COMMUNICATION/PRESENTATION

Presentation Zen (2nd Ed), by Garr Reynolds. 2012. Berkeley, CA: New Riders. 296 Pages. Paper. \$29.99

This book offers simple ideas on Presentation Design and Delivery so the audience stays awake and engaged. Anyone wishing to develop powerful presentation skills will learn about presenting more effectively with visual slides that enhance presentations. The key message of this book is summed up neatly on the first page with this quote from Leonardo da Vinci: “Simplicity is the ultimate sophistication.” Can you imagine what it would be like if just fifty percent of the presentations you have to sit through were simplified and easy to remember? Visual images can help in a big way. In his book *Brain Rules*, John Medina says, “Vision trumps all other senses,” and if we hear someone reading we will only remember ten percent of the message. If we add pictures and a story, the retention rate jumps to sixty five percent. In *Presentation Zen*, Reynolds takes this message to heart and shows you how to prepare, design and deliver presentations that are simple as well as memorable.

This book is laid out in five sections: Introduction, Preparation, Design, Delivery and Next Step. In the introduction Reynolds states, “This is not a book about Zen. This is a book about communication and about seeing presentations in a slightly different way, a way that is more in tune with our times.” We live in a world where visual storytelling is a big part of our lives. Why not at the workplace, too? This book shows you how to apply this approach to business presentations. Before you can even think about how to tell your story (every presentation is a story) you need to prepare.

Section Two covers preparation and reminds us a thorough understanding of the audience must be clear before the planning can begin. Reynolds recommends “planning analog,” which means with pen and paper first. Step away from your computer and identify the single core message of your story. Garr says, “creating a stillness of mind for yourself” is the way to begin. Be quiet. Think it through, and then you can craft the story.

The Third Section is all about designing your slides (if you use them) and why simplicity matters. This section of the book explores principles and techniques of presentation design and is loaded with examples of good and bad slides. He recommends simple, uncluttered high resolution photos or colorful charts and graphs with very few (or no) words and bullets.

The Fourth Section is about delivery. It begins with you being completely present so you can connect with your audience. If you’re thinking about other things rather than being here now, you will lose focus and the audience will lose interest. This is where engagement comes in. Reynolds says, “engagement is about tapping the emotions of the audience to get them involved on a personal level with the material, whatever it may be.”

The book concludes with this quote from Lao-tsu: “A journey of a thousand miles begins with a single step.” Take that first step. Dump all the bulleted slides and start crafting your story. As someone who believes in the *Presentation Zen* approach I can honestly say Garr Reynolds hit a home run with this book.

The big lesson for anyone reading this review is that presentations do not have to be boring; they can be engaging with or without the use of presentation software. Another important lesson is all presentations are simply stories you tell. The story can be about a new product launch or an issue with an existing product. Regardless of the topic, there's a story to tell or you wouldn't be asked to present. Go to TED.com and look at how numerous people from all over the world have been able to tell their stories in eighteen minutes or less. (Ric Elias is one of my favorites.)

We are living in a new era and new eras require new thinking. "Death by PowerPoint®" is a thing of the past...well, it should be a thing of the past. Visual communication is a critical tool for conveying all kinds of messages. It's time to let go of your conditioning to open PowerPoint and start writing bullets.

Instead, Reynolds says, "as the great master Yoda once suggested (in a galaxy far, far away), we must unlearn what we have learned." This is by far the best book I have seen that gets to the heart of how to break the boring bullet point habit. It's the only book I recommend to my clients. In my experience as a presentation consultant I find most people open presentation software at the very first mention of having to make a presentation. It seems they're looking for a quick way to get it done so they go with bullet points. This makes them feel like they're killing two birds with one stone: Writing an outline and then delivering a presentation (which often just amounts to putting it up on the screen and reading the bullets to the audience), or "Death by PowerPoint®." Garr Reynolds solves this problem with his book *Presentation Zen*. It's a must for anyone who speaks to groups!

Reviewed by **Nancy Stern**, Presentations and Communication Skills and Media Coach, Speaker, Consultant, Trainer, Author at Nancy Stern Communication Plus. Contact: <http://nancystern.com>

Power Cues: The Subtle Science of Leading Groups, Persuading Others, and Maximizing Your Personal Impact, by Nick Morgan. 2014. Boston MA: Harvard Business Review Press. 262 Pages. \$25.00

Power Cues: The Subtle Science of Leading Groups, Persuading Others, and Maximizing Your Personal Impact, is written for anyone, particularly those in leadership positions, wanting to improve communication skills and to become effective and persuasive communicators. This book reveals the significance of both verbal and nonverbal communication and how our unconscious human behavior impacts our interpersonal verbal and nonverbal communication with others. It shows how our social connections with one-on-one interactions, being a part of a team or being in front of an audience of people, can shape, persuade and even change opinions and personal belief systems, if used effectively.

Nick Morgan begins this book reflecting on different defining moments in his early life. Describing his relationships with family members, co-workers and other significant people in his life, including the key and prominent leader, the Dalai Lama. Morgan's experiences shaped his self-awareness by helping him be cognizant of how unconscious messages impact the conscious messages we deliver to others. The author describes the aspects of unconscious thinking having to do "with your so-called intuition, your reading of other's attitudes, emotions and intents and the control of your own body language, broadly defined to include your voice and posture as well as your mannerisms and gestures."

According to the author, recent scientific research of the brain reveals that people communicate through body language, gestures, and voice, and that "when you communicate with someone else, the two of you align your brain patterns, even if you don't agree with the other person." This author announces this good news by stating that if we take the verbal and nonverbal communication with an increase in self-awareness of our unconscious, we can tap into a hidden power that can have a positive impact on our communications with others. It can help us to speak to others in a charismatic way no matter what subject is being discussed.

Morgan outlines seven power cue steps in practical terms of how one can become more self-aware and in sync with our unconscious selves to develop necessary skills such as reading the body language of others. This, in turn, impacts our ability to lead and communicate effectively and charismatically. ***Power Cues*** outlines seven effective strategies that can help one to become self-aware of gestures and unconscious communication by bringing these concepts to the forefront of knowing. This will assist us to become conscious communicators with others in day-to-day conversations, in groups and in presentations. The first step in becoming more self-aware is to participate in a self-assessment of how our gestures and body language impact others and if it aligns with our speech. How do we talk, stand or sit before others we are speaking to? What are we doing with our posture and hands?

Next, we must focus on our tone of voice, facial expressions and emotions. Focusing on these will help us prepare for important meetings, conversations and presentations. This will give us the edge in grabbing the audience's attention and affects whether or not we engage or disengage the person(s) we are speaking to.

The next important step after focusing on our self is to tap into our unconscious mind to gain an understanding of those we are in conversation with while attempting to comprehend their intent and attitude. This can be established using a system of reading faces through micro expressions developed by expert Paul Ekman. This system includes observing the gestures of others, processing if they are a threat or a friend, deciding if they are telling the truth and if they are on your side. Listening to your gut and intention is essential to tap into those in positions of power, those who are controlling the room and people using the power. Taking charge of our voice and how we produce it helps improve our conversation and

speaking engagements in front of an audience. This can be achieved by becoming aware of our breathing, body posture and practicing through vocal exercises. Aligning our gestures from both our unconscious and conscious self, while having the ability to read others and mirror their body language helps us to synchronize our communication style. This will help us to become more effective listeners which, at the end of the day, people want in their interactions with others.

As a career and disability counselor, I believe we need to understand how we communicate with others, and all too often people are not aware that what they are speaking and displaying in body language are not aligned. We can all strive toward being more self-aware of our communication style in our conversations, presentations and groups.

This book describes the tools we can use by introducing the reader to the seven power cues to become effective in our communication. Although these ideas have been written about in various ways in others books, I think Morgan displays excellent examples of how to obtain these skills with manageable steps. He informs the reader that these skills will not be achieved quickly and that it takes personal work.

Morgan shares with readers how gestures, body language and nonverbal communication are conscious and unconscious, and that most people are unaware of how the unconscious impacts our interactions with others. He conveys clearly that if we listen and pay more attention to the unconscious, we can increase our emotional intelligence and become effective communicators. One area of weakness I see in this book is the author did not address persons with disabilities, such as people who are blind, have visual impairments or are on the autism spectrum. I believe people with these types of disabilities are at a disadvantage and most likely not able to pick up on body language or gestures. If they are unable to see others or have difficulty picking up on social cues it will be difficult to understand gestures and body language. I did not see where the author discussed alternative ways for picking up on gestures or body language. However, I recommend reading this book. It is practical, easy to follow and I like how Morgan presented the seven power cues.

Reviewed by **Jan Noz**, Senior Disability Specialist at University of California, San Diego, and Vocational Rehabilitation & Employment Counselor in private practice.

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Chapter 6

ENTREPRENEURSHIP

The Freaks Shall Inherit the Earth: Entrepreneurship for Weirdos, Misfits, and World Dominators, by Chris Brogan. 2014. Hoboken, NJ: John Wiley & Sons, Inc. 198 pages. Hardbound, USD \$25.00

This book, *The Freaks Shall Inherit the Earth: Entrepreneurship for Weirdos, Misfits, and World Dominators*, answers the question, “How can I do business my way and be successful, when my way of thinking and my goals aren’t in line with conventional thinking?” Bestselling author Chris Brogan, talks to all the people who don’t fit into a traditional career or employment model. He calls them “freaks and weirdos,” but really they are like a lot of us who often don’t fit in without some serious effort, are not big fans of compromising, and are looking for ways for our personalities to be an asset and not a deficit. Rather than being loners, Brogan puts freaks’ need for belonging and for finding a community at the heart of his philosophy. He clearly differentiates between “belonging” and “fitting in.”

For him, belonging is about finding the place where you relax with certainty that the people around you understand you, whereas fitting in requiring hiding or masking what defines you. The universe of freaks is also not limited by age, industry, or even working environment. For example, Brogan includes solo or small business owners as well as “employeepreneurs,” the people with jobs in companies where they are happy and work with the mindset of a business owner. He reminds the employeepreneurs that not everyone, including bosses, share a similar mindset or ambition. Here the important point, according to Brogan, is that “it doesn’t matter.” By simply recognizing that a boss doesn’t necessarily share the same interests or priorities, employeepreneurs still make things happen with their passion and ambition and by doing most of the work. Remaining within the context of his world view, Brogan goes on to illuminate the challenges of defining success, building a business with discipline, managing time, creating structure and systems, and, in more detail, developing the right mindset for reaching goals.

In particular, he focuses on two mindsets essential to moving forward confidence. The first is “success isn’t a destination, it’s a state.” He provides a menu of possible ingredients for a personal success recipe—money, time, fame, achievement, progress, health, serenity, or “add your own.” The second is “falling in love with not knowing.” That is, focusing on the challenge of figuring it out without any shame or guilt from not knowing an answer, trying something and not succeeding, guessing incorrectly, or making a mistake.

Brogan also stresses the importance of communicating and connecting, from building a strong media presence to engaging with people and making them feel “part of the tribe.” He finishes up with a discussion of “When It All Goes Wrong” and provides readers with a 12-point plan for taking action.

This book is right on the mark for this Journal's readers for broadening our own understanding of the career spectrum and for expanding our ability to help a large number of adults who get marginalized. This ever expanding segment of our society—which I speculate makes up a significant share of our businesses or classrooms—is often underserved by counselors, coaches, and teachers. We can get drawn into helping them “fit in” better, or we can fail to guide them effectively because we don’t know what to do. This book is equally valuable for us as professionals since many of us fit Brogan’s freak mold.

Not all of Brogan's points are relevant to each reader of this Journal. Yet, as readers are touched by the points that matter to them, Brogan illuminates the issues powerfully. Here are examples.

"The number-one (and frequent) mistake I see most fledgling freaks make is that their business model is flawed—misunderstanding who is the best possible buyer and setting up a business around a buying segment that isn't interested or able to buy your product or service." I'd suggest it's not only fledgling freaks. How many of us, or someone we know, have been swept away by a great idea that turned out to be a product without a market?

Another: "People can have a weird infatuation with not sleeping. Entrepreneurs love to brag about not sleeping." He points out that sleep is great on many counts and, by the way, brilliant breakthroughs are rare from overtired people. This book is a meaningful addition to the conversation about careers. It offers a framework for giving clients and students hope and a solid foundation for planning and executing their futures, as well as helping us personally to succeed in our businesses and careers.

Much of the power of the book lies in Brogan's ability to capture things we already know in ways that cause us to stop and pay attention, and to bring old ideas into the foreground as reminders or new perspectives. Being a Brogan entrepreneur requires managing a lot of moving parts. At times, I felt overwhelmed by the information. Also, the level of motivational cheerleading intensifies as the book progresses, although it is finally balanced with a reality check near the end. Readers are cautioned to keep in mind that change is not as easy as it sounds and that they will need to select "take aways" that best fit their own situations.

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Rework, by Jason Fried and David Heinemeier Hansson. 2010. New York: Crown Business. 279 Pages. Hardback. \$22.00

Rework is written to provide basic foundational concepts needed to succeed in business. Accordingly, it is for the seasoned businessperson or the reader who aspires to start a business. “They say you can’t... They say a lot of things.” Jason Fried and David Heinemeier Hansson say “they” are wrong. The authors of **Getting Real** are back with a new book: **Rework**. In **Rework**, the authors encourage readers to set aside previous readings and notions regarding business and learn what it takes to launch, promote, hire, and “keep it all under control.” The first two chapters of this book can be summarized as getting to work. The authors start by addressing six barriers that hinder people from starting. These hurdles include cynics who say it can’t be done, or those that almost praise the act of failing. The authors do not deny the possibility of failure, but they encourage the reader to remember that the only thing that you really learn from failing is what not to do. The authors then recommend readers identify a product or service they can provide and get to work. The next several chapters address a variety of issues with which most businesses will wrestle at some point or another.

Rather than chapter numbers and cute ambiguous titles, the authors use headers that tell the reader exactly what will be addressed in the pages to come: Progress, Productivity, Competitors, and Promotion. Readers will find themselves reading page after page, caught up in the real-life illustrations and stories culled from the experience of the authors in their growth and development as a company. For those who have read other books from tech companies like Google, Fried and Hansson describe a company and situation that most readers can relate to—and perhaps that is what makes this book so readable. Finally, readers will consider topics relating to the people and culture of an organization. For example, a subject like hiring people when you really need them and not just because you’ve found a great talent. Consider hiring people who can write well and bring real value, and not just because they have the right education and experience. The authors encourage the reader to find ways to “test drive” employees through small projects, or the use of simulated work environments.

The final pages give advice for the development of a culture that leads to success. One of the standout thoughts of the book is “Culture is the byproduct of consistent behavior.” The authors, Fried and Hansson, founded the web applications company 37signals in 1999. Their company created several highly successful programs such as Campfire, Highrise, and their popular project management application Basecamp. As of this writing, 37signals has chosen to focus its business on and changed its name to Basecamp and spun-off Highrise as an independent company.

Fried describes the company’s first book, **Defensive Design for the Web: How To Improve Error Messages, Help Forms, and Other Crisis Points**, as a by-product of their work with web applications. Similarly, **Rework** is the record of their approach to business. From the very beginning, Fried and Hansson express their feelings that much of what has been promoted through popular writings and business textbooks should be thrown out.

Accordingly, **Rework** is not a product of academic theories, but rather the real-world experiences expressed through the stories and examples of 37signals. Divided into ten sections, the reader explores topics from the planning stages of an idea to building a company and developing a culture. Those in career planning and workforce development will appreciate the authors’ approach in this book. It can be read in a short period of time and then referenced as needed in the future. However, it is clearly for those who desire to own a business, or perhaps run one. It is not for the frontline employee. It also assumes that the reader had read and is aware of other works in this category of literature.

Fried and Hansson have written a book that can be read and understood by those with significant business experience, or those seeking to follow entrepreneurial dreams for the first time. Each chapter is broken into sections that are only two or three pages long focusing on one topic, challenge, or misunderstanding. This book is written in a conversational tone and it should be noted that some readers might be put-off by the authors' approach to writing. At times the language could be considered inappropriate.

In a busy world where we all struggle to find time, the authors have provided a book that can be read a couple minutes at a time. Another strength of the book is that each chapter, and even the individual sub-sections, can be read as a stand-alone thought. Better yet, the reader can come back to the topic they need at the moment they need it.

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Chapter 7

LEADERSHIP/MANAGEMENT

Leading with Wisdom: Sage Advice from 100 Experts, by Jann E. Freed. 2013. Alexandria, VA: American Society for Training and Development. 230 pages. Paper. \$24.95

Leading with Wisdom: Sage Advice from 100 Experts takes a practical and holistic approach to leadership. It challenges leaders at all levels to benchmark their current approaches against practices identified by some of the world's most successful leadership experts. These experts and leaders tapped into their own experiences and life lessons to discover what it means to be connected, engaged, and a successful leader. The best leaders are highly self-aware, generous, empathetic, compassionate, and they understand the power of building community by sharing what they know. This book helps leaders use all of their life experiences to support and inform the job of inspiring others to succeed. This book focuses on eight "sage worthy practices" that underpin leaders who connect with and inspire others to achieve high performance.

In Chapter 2, Freed shows that a deeper and more powerful level of self-knowledge is possible, and the best leaders acknowledge and confront what they fear most, with the reward being even greater success in their work and private lives. These leaders practice a pragmatic mindfulness allowing them to learn and grow.

Chapter 3, Leaders Do Not Let Ego Win, is about the insight needed to understand the role of ego in leadership motivation. Ego is an attempt to secure ourselves in a world offering no guarantees, and since we can never acquire such assurances we are constantly checking and monitoring frustration, anger, fear and more.

In Chapter 4, Leaders Connect With Empathy and Compassion, the three stages of transition model of Dr. William Bridges helps explain that when leaders understand the issues involved in transition they make resources and support available for people.

Chapter 5, Leaders Admit Mistakes Fearlessly, discusses the value to leaders of vulnerability, humility, asking forgiveness, admitting not knowing—being authentic. Leaders learn to understand their emotions in order to control them and achieve desired outcomes.

Chapter 6, Leaders Embrace Community, shows how the best leaders work to establish functional and departmental connections, not only to share essential information but to build a sense of trust and mutual respect for everyone in the organizational community. Great leaders engage honestly to build a community. The most powerful form of leadership is to convene people around a possibility not a problem. Another way thinking about community is the larger sense of being connected to the environment. Today, more leaders talk about the triple bottom line: people, profits and planet.

In Chapter 7, Leaders Model Resilience, the focus is on how leaders must model resilience in these uncertain times of stress and dissonance. Freed discusses behaviors and practices for building resilience, first in ourselves. For example, a Retreat, an escape from the usual productive activities, can build inner reserves, self-renewal and self-care. Resilience is built and maintained through creative expression which can move leaders out of their typical ways of approaching problems or issues. Freed also shows how the

concept of “small wins” can be life changing. The momentum of celebrating progress can lead to higher levels of motivation and a sense of hope and optimism. Small wins increase confidence and momentum.

In Chapter 8, Leaders Create Healthy Work Environments, Freed’s research showed a strong theme among interviewed leaders: Creating a healthy organization culture where people bring their whole selves to work (mind, body, and spirit) starts at the top. According to recent research by the Gallop Organization seventy-one percent of working Americans are not engaged in their work, resulting in American businesses operating at one-third of their capacity. On the other hand, companies with healthy cultures and values reported decreased turnover, high retention, and increased customer satisfaction.

Chapter 9, Leaders Live Their Legacy, is about creating focus on, and making decisions based on, what matters most—for now and for the future. Leadership legacy is the total of the difference a leader makes in people’s lives, directly and indirectly, formally and informally. Legacy helps leaders pass along wisdom gained through the digested lessons of life experience. This book emphasizes how leaders can be truly effective by looking deeply inside themselves to acquire a better understanding of how they are and how they interact with others. Fulfillment comes from knowing your talents and values and living with integrity. Life is a circular process of self-renewal, growth, and discovery rather than a linear sequence of accomplishments. Life is a story with many chapters having a beginning, an end, and transition to the next chapter. We do not resist change as much as we resist transition. Understanding the process of transition is critical in order to lead ourselves and influence others.

Understanding the grief process also helps us to be healthier people for influencing others. Face time is better than Facebook. Leadership development is really about personal development. Freed utilizes the same process that individuals use to manage their careers: Self-assessments, understanding the transition process to move forward in their careers, and using technology to connect with others. Chapters 2 through 7, and Chapter 9, have excellent workshop and personal development suggestions to give leaders and individuals resources and tools for becoming more effective as leaders and in managing their careers.

Freed focuses on insightful and reflective thought into what makes leaders successful by understanding themselves. This is the same approach individuals must take in order to have better understanding of themselves and to enjoy successful careers. Two excellent personal development exercises found in Chapter 2 are journaling and getting feedback. In Chapter 3, two useful personal development exercises are designed to help individuals become more aware of their dark side and the flip side of success. The personal development exercises of Chapter 4 focus on reflection and being alive. In Chapter 5, the exercises are practicing humility and understanding regret. Asking questions and improving individual meeting outcomes are the focus of the exercises in Chapter 6. Chapter 7 has a creativity-building activity and an exercise for finding a role model. Chapter 9 has exercises to help writing a legacy statement and for mentoring others. This book will be both informative and a workbook for anyone wanting to explore and further develop leadership skills.

Reviewed by **Bruce Bloom**, founder of Career Consulting Services, career consultant, speaker and writer.
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The Five Dysfunctions of a Team: A Leadership Fable, by Patrick Lencioni. 2002. San Francisco, CA: Jossey-Bass. 229 Pages. Hardcover. \$24.95.

The Five Dysfunctions of a Team is the most helpful and easy-to-read instructional text I have seen. Designed to provide a functional model for developing effective teams, the book serves as a resource that can guide both experienced and novice leaders. While the narrative presented focuses on a CEO and her executive team of vice presidents and chief officers, the strategies outlined can be applied to teams of varying sizes and levels as well—from large corporations to small committees within informal organizations. Everyone can find new wisdom, whether leading a team or being part of a team. This book is presented in two main sections: A narrative story that provides a realistic representation of the teamwork model in action, and a handbook-style overview of the model itself. Set in a struggling Silicon Valley start-up, the story follows the journey of Kathryn, a newly-hired CEO tasked with turning the company around. She identifies the dysfunctional executive team as the root of the problem and endeavors to increase the effectiveness of their teamwork.

Through a series of off-site retreats she introduces her model of the five dysfunctions of a team. They are absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results. The executives are resistant to the required changes in their behavior, but Kathryn's natural leadership style and experience eventually create cohesion as the team systematically works on eliminating each of the dysfunctions. The overview of the model builds on the narrative fable in a more direct and instructional manner. Outlining each of the five dysfunctions, the information is presented clearly and in a well-organized way so that the reader can utilize the book as a reference without having to re-read the story each time. Lencioni addresses the need for a systematic approach in order to build a strong foundation, and encourages the reader not to confront the dysfunctions randomly and individually. Natural instincts and tendencies that must be avoided are also identified, rounding out the guide.

In addition to learning about the five dysfunctions that prevent teams from working effectively, many other lessons are provided to benefit the reader in the areas of leadership and teamwork. Many of Kathryn's actions and thought processes can be emulated in real life, leading to bonus takeaways from the book. For example, the reader learns the importance of carefully managing egos so that people feel valued, and that moments of truth are best handled face-to-face. A focus on results as the only true measure of a team also guides a discussion against office politics and opens the door for healthy conflict and debate. Not only are the strategies applicable for the reader to develop his or her own teams, both now and in the future, but they can also be applied to provide insights into the good and bad dynamics of previous or current leadership teams the reader has worked under. These insights can help to both forgive perceived inadequacies and applaud efficiencies of those leaders.

Written shortly before the events of 9/11 (and the subsequent decline of the stock market and dot-com companies), the narrative context of a high-tech start-up company in the Silicon Valley is becoming a little dated. However, the strategy of using storytelling to build a relatable scene keeps the reader engaged and wanting to read more to discover the fates of the characters. This is not always the case for academic books, and it is a triumph of Lencioni's style. The fable acts as an example of effective leadership, and the straightforward descriptions of the five dysfunctions at the end of the book drive the point home. It would have been easy to turn the characters into caricatures to exaggerate the teammate styles they represent, but each retains enough personality that they seem like real people.

While the themes and strategies presented are applicable to readers of various leadership levels, Kathryn's ability to handle the pressures of her situation are based on her years of experience, and this book does not teach beginning leaders how to respond to some of the challenges presented to her. Her actions in build-

ing the team represent a level of skill that goes beyond the scope of this book, and additional training in emotional intelligence and conflict management may be necessary before truly implementing the strategies outlined by Lencioni.

One of the unique benefits provided in the model overview section is a simple questionnaire for use by the reader to assess how susceptible his or her team will be to the five dysfunctions and bulleted lists that identify the characteristics of good and bad teams. Lencioni provides easy to follow exercises, the minimum time required to implement them, the clearly defined role of the leader, and potential pitfalls to avoid along the way. This turns what could have been simply an informative and interesting storybook into a practical and useful instruction manual for developing effective teams. Anyone undertaking a new leadership role, or trying to regain a sense of effective teamwork within their current group, should absolutely read *The Five Dysfunctions of a Team* before beginning their journey.

Reviewed by **Erik Oswald**, Career Services Associate at the Milwaukee School of Engineering (MSOE). Please note that the views and opinions presented in this review are of the author himself, and do not necessarily reflect the views of Milwaukee School of Engineering.

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Chapter 8

SOCIAL MEDIA/INTERNET

The Social Media Handbook: Policies and Best Practices to Effectively Manage Your Organization's Social Media Presence, Posts, and Potential Risks, by Nancy Flynn. 2012. Hoboken, NJ: Pfeiffer [Imprint of John Wiley & Sons] 370 Pages. Hardcover. \$47.00

The Social Media Handbook provides a thorough review of risk management, legal, and compliance issues associated with social media management at a company or organization. Written primarily for human resource managers, the information and practical tips are also relevant for career advisors in higher education and private practice. Flynn introduces the importance of her topic with a description of how quickly public social platforms, such as Twitter, Facebook, YouTube, and blogs, have grown in recent years. These social platform tools allow organizations to communicate quickly with an external audience of clients and customers.

Social media tools like Yammer and SocialText have gained popularity as internal communication tools, allowing coworkers to connect via private networks. While there are benefits of social media use related to community development and branding, these topics are not the focus of *The Social Media Handbook*. The author instead draws attention to the possible implications of engaging in social conversations that could negatively impact the user. A derogatory “tweet” posted through a Twitter account can, for example, damage a company’s brand or an individual’s reputation, and even result in litigation.

The risks of using social media can be mediated, however, and Flynn presents practical advice for organizations to thoughtfully plan an approach and prepare their staff members before launching a social communication initiative. A seven-step action plan is recommended with the goals of anticipating potential problems, establishing expectations of all involved, and writing clear policies to direct social media account usage. In addition to formal policies and planning, Flynn introduces a range of issues that all social media users should be aware of when participating in social communication from personal and/or company accounts.

From mistaken identity and security breaches, to blog comments and mobile devices, there’s a lot to consider. This book provides several engaging components that enhance the message of each chapter. “Real life disaster stories” provide vivid examples of problems encountered by companies and organizations using social media in a variety of ways. “Self assessments” help the reader evaluate his or her current understanding of social media issues. These tools also assist with the evaluation of current use when social communication is already in progress.

A summary of “social media best practices” is provided at the end of each chapter. Sample documents, including social media policies, are also included. This book serves as a helpful complement to other resources that more closely address what to post via social media accounts, who should post it, and through which specific platforms. The guidance provided aids in establishing priorities for the use of existing social media and networking platforms, as well as preparing for those that will be encountered in the future as the use of these tools evolves. As Flynn so clearly states, we “cannot afford to ignore social media” (p. xvi).

In the context of career development and counseling, there is a growing need to advise students and clients about not only their own use of these tools, but also how they might engage in conversations with future employers via these tools, as well as use them for other career-related activities such as networking and professional development. Several chapters provide guidance about account management, including practical tips for making decisions about social media communication.

For example, Chapter 6 addresses blogging practices and includes information about comment moderation and copyright concerns, and Chapter 11 addresses content with helpful “do’s and don’ts” for anyone tweeting, posting, or updating. Chapter 5 provides advice for employers, which draws attention to privacy issues with reminders about the public nature of social media and the potential impact on hiring and firing. *The Social Media Handbook* serves as a handy reference guide which may be particularly helpful for an individual tasked with managing a specific aspect of social media use, but who has little personal experience with this kind of communication.

Flynn encourages readers to select chapters of interest in any order, as each addresses a specific topic and resources. This book could also serve as a text for professional development opportunities developed with career services practitioners in mind. Those tasked with managing social media communication of a career center or small business would benefit from the resources provided. *The Social Media Handbook* encourages the creation of a formal social media policy that encompasses personal and company accounts, computers, and other devices.

This book is a starting point, however, and Flynn encourages readers who have an interest in developing such a policy to set up a team that includes legal counsel, information technology, public relations, and other relevant parts of the organization for the conversation. The materials included within the chapters are helpful, and a URL for access to additional, downloadable resources from the publisher’s website is also provided. Unfortunately, these pages were not working at the time of this review. Readers should contact the publisher directly for more information.

Reviewed by **Melissa Venable**, Instructional Designer, Instructor, and Educational Writer for online and print publications and at OnlineColleges.net. Contact: www.linkedin.com/in/melissavenable

Likeable Social Media: How to Delight Your Customers, Create an Irresistible Brand, and Be Generally Amazing on Facebook (& Other Social Networks), by Dave Kerpen. 2011. New York: The McGraw Hill Companies. 270 Pages. Paper. \$22.00

Likeable Social Media can benefit anybody seeking a truly rewarding career—even though the author aimed his work at companies. But there are parallels: Neither companies nor those who work for them will enjoy success until their value is seen, appreciated, and rewarded. Dave Kerpen’s book is its content made visible. His goal is to give you clear and compelling proof that social media can help you build the relationships that drive mutually beneficial efforts. All the examples are drawn from businesses, and usually larger organizations rather than sole proprietorships. But the concepts apply right down to the individual job seeker. Job seekers will have very few “ah-ha” moments as they read. They probably know about the principles this book covers before they read the first page. What’s different is how the author pulls them all together into a coherent whole by fitting each element into a comprehensive approach. “Comprehensive” translates into eighteen strategies he lays out to help put social media to work for anybody seeking a new career.

Since there isn’t room to cover each one, I’ll only touch on the main themes. The first is to never stop listening. What’s different about his book is what he suggests you listen for. Job seekers want to listen for all the employers’ needs. Needs may go well beyond what’s in a job announcement. And, for some companies, customers may know what the companies needs are before management does. If job seekers stop listening too soon, they may not understand an employer’s real needs, and thus miss opportunities. The key is to listen completely before you respond. According to Dave social media isn’t a channel to sell yourself; it’s the best way to engage people who need you. Job seekers should also know what they are looking for and who needs what they offer. This book describes companies offering any thing that makes them stand out. That also works when looking for a job. When job seekers clearly identify how they are better than the competition, they’re more successful. Once focused, job seekers can use social media to make every engagement worthwhile.

Using social media well takes time. But the opportunities are richer because it engages people (job seekers and companies) in conversations that build relationships. Job seekers will be frustrated if their want a job quickly. Hiring officials and job seekers alike would be thrilled if both parties followed the author’s next strategy: always be as honest and transparent as possible. Dave uses many real-world examples of how companies deal with rejection, learn from their mistakes, and deliver on their promises—just as job seekers should.

His idea makes interviews less stressful. Dave reminds us nobody is perfect. It’s not only okay to admit mistakes, it’s something job seekers can use to offer even better value. The author reminds us that nobody likes to be sold to, but they love to buy. Job seekers should do all they can to make it easy and compelling for decision makers to hire them. Social media adds personality to people’s promise of value. If companies hired résumés and not people, there’d be no need for the interview. Since organizations want people who fit in, who are good to be around, social media is perhaps the only channel that lets job seekers’ personalities shine through. Dave illustrates how to produce synergy between a person’s brand and personality by always delivering “excitement, surprise, and, delight.” That approach can shift employers’ beliefs away from thinking résumés are inflated and interviews are “theater.” Using social media helps candidates appear as people who do more and better than expected.

This book has a down-to-earth style with lots of explanations of ideas and vivid examples. Dave ends each chapter with some very specific action items. That helps readers translate what he writes into action. What gets in the way? Very little. Because the book aims at companies, some portions won’t help job seekers.

Readers must work a little harder to translate Dave’s action items into tactics to serve them well. If job seekers know how a business can succeed with social media, they should do better across the board. The book is larger than some people might want.

If readers see it as a reference guide, not something read front to back, they will find it very useful. They can pass over the examples, use the comprehensive index, and concentrate on the action items. This book can be a valuable part of any job seekers library. It counters the stress inducing idea that job seekers must “sell” themselves.

Reviewed by **Don Orlando**, career development professional and owner of The McLean Group, Developer and Instructor for the Executive Transition Assistance Program for the Air Force at Air University, author, columnist. Contact: <https://www.linkedin.com/in/donorlandocareercoach>



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The Internet: A Tool for Career Planning (3rd ed.), by D.S. Osborn, M. Riley Dikel, J.P. Sampson. 2011. Broken Arrow, OK: National Career Development Association. 86 Pages. Paper. \$10.

The Internet: A Tool for Career Planning, 3rd edition, updates resources in the previous edition, and includes new information about the increasing role of social media in career development. Career services practitioners are the primary audience. The resources are appropriate for use in higher education, government, military, business, non-profit, and private practice settings. The scope of topics covered ranges from an introduction to the many roles of information in the career decision-making process to a list of career-related websites and guidelines for the development of virtual career center websites. The challenges and potential ethical concerns of using web-based resources and communication tools are also addressed. Practical application is a primary focus of the third edition of ***The Internet: A Tool for Career Planning***. Student and client career development goals are at the forefront throughout, and the career counselor is presented with specific strategies for delivering career decision-making interventions via web-based resources. Chapter two, for example, outlines a four-stage model for integrating counseling activities with website use. Alignment of specific counselor interventions and potential client outcomes in each stage is presented (pp. 18-19).

Additional tables and figures provide samples of tools that could be adapted for use with clients (e.g., Individual Learning Plan, Occupational Comparison Table) to aid their use of the vast information available via the Internet in meaningful ways. Chapter four's overview of social networking provides basic guidance for building a professional presence online. The practical approach of the authors makes this information helpful to both practitioners and clients. The social media beginner, or experienced user who hasn't considered professional use of these systems, will benefit from specific strategies related to establishing individual profiles and engaging in online communities with employment goals in mind.

While specific social media platforms (e.g., LinkedIn, Twitter, Facebook) are listed as options, the guidance provided is widely applicable across systems, including those emerging since publication. The concept of readiness is addressed throughout this book. Are career counselors, coaches, and advisors ready to use Internet resources to assist their students and clients? Are students and clients ready to use Internet resources to connect with their advisors and/or make decisions about their own careers?

Skills related to both participating in counseling activities and using the information available are required of all who access web-based resources and communication tools in the context of career development. The authors have made the most of this opportunity to present the benefits and challenges of using Internet tools to deliver career information and services. The concerns addressed include those related to: counseling from a distance, evaluating Internet resources and websites, and maintaining confidentiality and privacy online. While the Internet offers access to a seemingly endless stream of information, communities, and counseling resources, using these tools isn't necessarily the best route for every client or student.

The Internet: A Tool for Career Planning is a one-stop reference guide for counselors interested in connecting and communicating with their clients via the Web. The authors include recommendations for National Career Development Association (NCDA) documents, such as the Career Counseling Competencies and Career Website Evaluation Worksheet, which add to the utility of the book as a professional development tool. In addition to practicing career advisors, this book also has potential as a supplemental text in counselor education courses. The Internet is not a static place. Websites are created, updated, and abandoned on a regular basis.

Chapter five presents a categorized list of websites representing a variety of sources (i.e., government, private, educational), purposes (i.e., company research, job postings, general information), age groups, and

career interests. Readers using the printed version of this book will need to type the URLs provided into their Internet browsers in order to review in more detail, and there is the possibility that not all of these sites will be up-to-date. Fortunately, NCDA has created a page on its organization website to provide the inks from the book. This page, *Internet Sites for Career Planning*, www.ncda.org/aws/NCDA/pt/sp/resources#list_resources_all-R101-NCDA, can be accessed by non-members and is organized by topic.

At the time of this review, the links were updated as of August 2014. A new Kindle version is also available, which provides a convenient way to access these resources more directly through embedded links in the eBook format. This author is an active member of the National Career Development Association (NCDA) and serves in the position of Chairperson for the NCDA Technology Committee. She previously reviewed this book for *Counseling Today*.

Reviewed by **Melissa Venable**, Instructional Designer, Instructor, and Educational Writer for online and print publications and at OnlineColleges.net. Contact: www.linkedin.com/in/melissavenable

You Posted What? How to Help Your Teen Use Social Media to Gain an Advantage for College and Future Employment, by Tiffany Sunday. 2014. South Carolina: Tiffany Sunday. 134 Pages. Paper. \$14.95

This book is intended to make parents, specifically those who grew up in the 1980s and 1990s, aware of the importance of their child's digital profile and the effect of that profile on college and employment. The thirteen short chapters in this book cover all aspects of a person's (especially a teenager's) digital footprint. It gives tips to parents on ways to assist their child in creating and maintaining not only a safe and comprehensive digital image, but one that will give colleges and future employers' positive insight into a teenager's online presence. Digital skills are becoming an almost-mandatory talent for most jobs. From large corporations to small start-up companies, use of social media is often part of the job whether it is for communication or promotion. Colleges and employers use social media to prescreen candidates, making sure they have digital skills, and ensuring that their personal online brand is professional. Colleges and employers also use it to verify the content of resumes and answers to interview questions.

This book could be a helpful guide to anyone preparing to go to college or searching for a job. The book starts with an explanation of the concept of a digital profile, why it matters, and how it can affect future educational or career opportunities. It also explains what is included in a digital profile, what "big data" is, and how to avoid the negative aspects of sharing online. If you've heard the terms "digital portfolio," "career platforms," or "digital badges" but you don't know what they are, this is the book for you! Sunday also shares online educational opportunities that can add a professional aspect to a student's online presence (such as badges) and teaches how to develop an electronic portfolio to impress college admissions officers or potential employers.

To bring it full circle, the book offers online solutions on how to connect a student's profile to a university or hiring official. This book exposes some of the dark underbelly of being online: Car insurance companies checking your social media accounts for pictures of you drinking (may affect your insurance eligibility or rates); burglars trolling Foursquare to see when a house is empty; and health insurance companies looking at pictures you post (too many double cheeseburger photos and you may be considered a health risk). Advice about security settings for social networks is included in the book to assist in protecting a teenager's digital content from online thieves and hackers. At the end of each chapter, there is a bulleted summary called "Key Chapter Points" that gives you the broad highlights of the chapter. There are several appendices that add to the book's worth by providing lists of definitions, social media networks, recommended reading and viewing, and online resources for bullying, educational technology, and career services.

Professionals involved in career planning and adult education are very busy! They likely don't have time to do extensive research on digital profiles and their security, but this knowledge is vital in a world that operates digitally. Just being exposed to concepts like digital profiles, big data, and online portfolios will be valuable to professionals in this work.

How and by whom these profiles are used is also an important concept for this audience. It's all well and good to tell a student to develop an online portfolio as part of the college application process, but how exactly is that done? Chapter 9 gives you a three-part breakdown: good content, consistent personal branding, and beneficial digital relationships. This process helps teens see the relationships between online behavior, their digital reputation, and how it could affect them in the future. With so many websites, videos, books, and resources available on this topic, the resources lists within the appendices will be very useful. Also important is the reiteration to parents of the longevity of online information ("...the Internet has a long memory") so parents can make their children aware.

The author's discussion of the exposure to the possibly corrupt uses of a child's digital profile will probably be an eye-opener for many involved in career planning, and this concept is found throughout the book. The best thing you can say about a book is "I learned a lot from that!" and that's what I said when I finished reading *You Posted What!?*

The flow from chapter to chapter was good and kept building knowledge as it progressed through the book. The "Key Chapter Points" at the end of each chapter were helpful in repeating the content for retention. As I read, I highlighted websites mentioned in the book that I was not familiar with and that I wanted to visit. I ended up with twenty-eight sites highlighted (not including the ones in the appendix)! I would have liked to see visuals to break up all the text and maybe a more appealing cover (because we do judge them that way, don't we?).

The most serious critique I have for this book is the spelling, subject-verb agreement, and punctuation errors in the text. Out of habit, as an editor, I found numerous errors. Maybe my copy was a pre-publication copy. But, because "I learned a lot from that!," the errors obviously did not detract too much from the value I got from this book.

Reviewed by **Lorraine Faulds**, Workforce Intelligence Coordinator for South Carolina Department of Employment and Workforce, research analyst, trainer and editor.
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Chapter 9

PROFESSIONAL DEVELOPMENT

The Career Counseling Casebook: A resource for students, practitioners, and counselor educators (2nd Ed.), by Spencer Niles, Jane Goodman, and Mark Pope. 2014. Broken Arrow, OK: National Career Development Association. 492 Pages. Paper. \$65.00.

This book is intended to be used as a resource for educators, practitioners, and students in exploring the various settings and applications of career counseling. It is in the form of case studies with responses. *The Career Counseling Casebook* starts with an introduction of ways to utilize it in a variety of settings, particularly in the classroom and with students. It then moves into a collection of over forty case studies that include career practitioners' responses from around the world. The case studies span age and developmental level starting with a nine-year-old, urban, African American male student and finishing with a couple, one of whom is retired and the other who feels she is in her vocational prime.

In addition, the case studies span multiple levels of diversity in age, gender, sexual orientation, socioeconomic status, location, and ethnicity. These case studies also cover a variety of career concerns that range from elementary school and introduction to the career world, and concerns of a displaced homemaker contemplating divorce, and finally the intersection of retirement and still working. Some case studies also include a discussion of career and personal emotional issues.

Several case studies include assessment results such as the Strong Interest Inventory, Meyers Briggs Type Indicator, or MBTI®, Self-Directed Search, and values scales. These assessments, results, and how the results can be used are discussed as part of the responses. Each case study contains responses from career practitioners, ranging from practicing career counselors to master's students, and counselor educators. In their responses they identify client conceptualization, how they would work with the client, any theoretical or specific interventions that they may use, other information they would seek that would be important in the case and what environmental factors would affect implementation of a plan.

At the end of the book, brief biographies of all the contributing professionals are included. This publication is compiled by the National Career Development Association and is intended for practitioners, students, and educators. The case studies, although varied, focus primarily on clients over the age of nineteen. However, ten of the case studies are students who are in grades K-12.

This book provides practicing professionals the chance to read about other professionals' opinions and methods of practice. It gives them a sense of consultation, like in a case staffing, allowing practitioners to compare, contrast, and expand their own work. This text is also a wonderful opportunity for practicing professionals to further explore the diversity that can be presented in career counseling that they may not have experienced. This can be a text where practitioners can go to find different points of view about how to handle different aspects of diversity.

Reviewed by **Natalie Leer Reiter**, Career Counseling Coordinator at North Dakota State University.
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