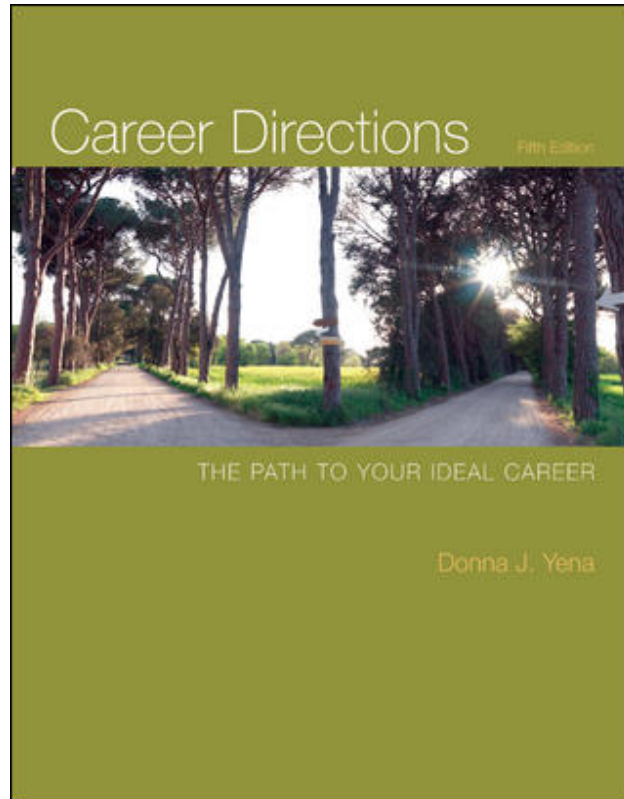


Pre-publication Copy

Chapters 1 through 3



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part **one**

Career Planning

- 1 The Millennial Workplace**
- 2 Self-Assessment**
- 3 Goal Setting and Career Decision Making**
- 4 Personal Development**
- 5 Career Paths Overview**
- 6 Your Career Portfolio**



The Millennial Workplace

After completing this chapter you will:

- 1 **Identify** how world trends are affecting the workplace
- 2 **List** the 21st century skills employers consider critical to career success
- 3 **Recognize** the value of your education in the workplace

It is important for you to have an awareness of the world around you as you prepare for today's workplace. Now more than ever, societal and economic trends will affect your job and your work environment on a regular basis. This chapter discusses how world trends are reshaping your world of work by focusing on the major challenges today's workers face and how businesses and people are responding to these changes. The chapter also focuses on the skills you will need for success in the millennial workplace. A major part of your own professional development will depend on your ability to respond and adapt to some of these changes.

CASE STUDY

Maria attended community college immediately following her graduation from high school. While pursuing her degree in communications, Maria completed an internship at a local hospital in their public relations office. As an intern, Maria was part of a team that helped to develop a local ad campaign to recruit more members of the community into the hospital's volunteer program. Her work included meeting with college students and local business groups to explain the importance of the volunteer program and share the positive feedback about the experience from current volunteers. Her goal after graduation was to work in a small advertising firm where she could further develop her writing and presentation skills and learn more about how to promote a variety of different products and services.

When Maria graduated, the job market was extremely tough. She spread the word about her qualifications and skills by posting her Web resume online and was contacted by three employers whom she was unfamiliar with for interviews. Her first choice was to obtain a position with an agency she applied to that had a well-established reputation in the large Hispanic community where she lived in. Maria took Spanish courses while at the community college and felt confident speaking the language. Many of the employees that worked with her were older than Maria and had more knowledge and

experience. There were four other recent college graduates. Her fellow workers came from various ethnic backgrounds and most had been with the firm for some time. One of her assignments was developing an advertising plan for a line of nutrition products which she did not know a lot about. Maria had built an online network to keep in touch with friends, teachers, and colleagues from the hospital and the community college. She used her network to reach out to a few former teachers and colleagues at the hospital to gain advice on how to go about the project and to learn more about the product. Jim, one of her older colleagues at the firm, knew a little about the product but had never created an ad campaign targeted to a Hispanic community.

Maria involved Jim in the project along with two other colleagues who had experience with creating ad campaigns targeted to different ethnic groups. When the project was near completion, she was able to test the ad campaign with members of the community by conducting focus groups in Spanish. The product was very successful, and Maria was assigned to work with Jim and several other more experienced colleagues to develop an online community of contacts that could either provide leads or product information for future projects.

Discussion Questions

1. What skills did Maria need to apply to work successfully with her coworkers who were so different from her?
2. Why do you think Maria was selected to create the campaign for the nutrition products?
3. What else could Jim do to increase his value to the firm in a competitive job market?

1.1 WORLD TRENDS EFFECT ON THE WORKPLACE

The workplace is constantly changing in response to world events and trends. Changes in the economy, an aging and more diverse population, entrepreneurial opportunities, and technological advances are all examples of such events and trends. Being aware of what is shaping the workplace can help you better prepare for career opportunities that lie ahead.

ECONOMIC CONDITIONS

The state of the economy is a significant factor to consider in your career planning. Fluctuations in the economy influence the number and types of jobs that grow or decline. The economy is shaped by many conditions converging at both a national and international level at any given time. For example, globalization affects job growth. As the world becomes more global, buying from other countries is a more common practice and more work is outsourced. The application of technology reduces the dependence on labor in many sectors. The health of the financial markets also drives economic conditions. Healthy financial markets grow and create jobs.

Unstable financial markets result in a decline in job growth. An example of this was the mortgage crisis that started in the United States at the end of 2007. Inappropriate financial regulations and practices allowed excessive debt accumulation. Low-income households defaulted on mortgage payments, and home foreclosures rose. Banks stopped lending to each other because of the need to finance foreclosures. When banks are reluctant to lend, firms delay investment decisions and job creation and growth decline.

Banking crises typically have long-lasting effects on employment. What started as a crisis in the U.S. housing market expanded into a global recession presenting labor market challenges worldwide. In China, factory job losses rose. In Europe and the United States firms cut hours and benefits. Significant job losses in the United States started in the financial

services and construction sectors and grew to include a majority of industries. The stock market collapse led to a decrease in individual wealth held in pensions, and older workers ready for retirement chose to stay in the workplace beyond their anticipated retirement age.

In 2009, President Obama signed the American Recovery and Reinvestment Act which called for the government to invest money in key initiatives to stimulate the economy by creating new jobs in new industries. One of these initiatives is a focus on the creation of green jobs, which are jobs that have a positive impact on the environment. These jobs are responsible for providing products or services that help lower prices or create greater efficiency so that consumers can spend less and rely on products over long periods of time. Jobs that build products or provide services that conserve energy or enable use of alternative energy sources are an example. These may include making buildings more energy efficient, or electric power renewable, or building energy-efficient vehicles. Green jobs require a wide range of skills from management, accounting, architectural, and marketing to more skilled trades such as construction and manufacturing.

Another area of job growth impacted by the recent economy includes jobs in education. When unemployment is high, many return to school to either retrain for new jobs in the future or to qualify for better jobs in their current career field once the employment market regains strength. Jobs in credit management also grow in tough financial times. For example, credit counselors are in greater demand to help people stop accumulating debt that they can't pay and to help them establish a plan to pay existing debt. Another example is the demand for financial counselors, sometimes called prevention counselors, that help people create a financial plan to avoid home foreclosure. There is no question that economic trends have a direct impact on the workplace. It is important for you to monitor economic trends and how they are affecting the job market in your career field so that you can adjust your career plan if needed to respond to current market conditions.

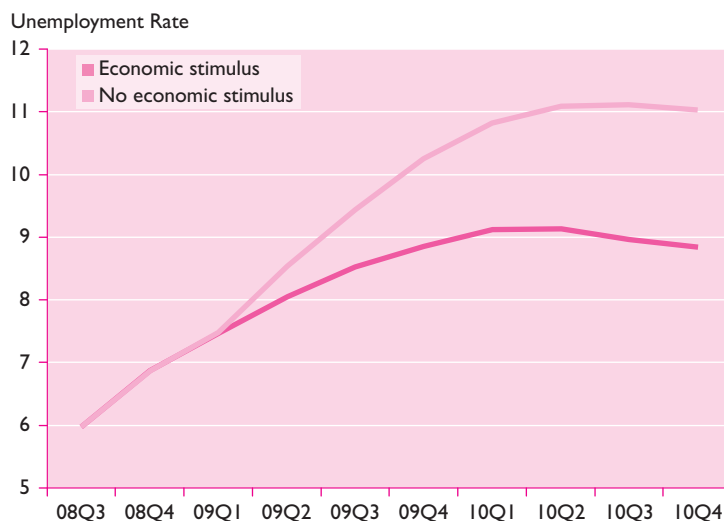
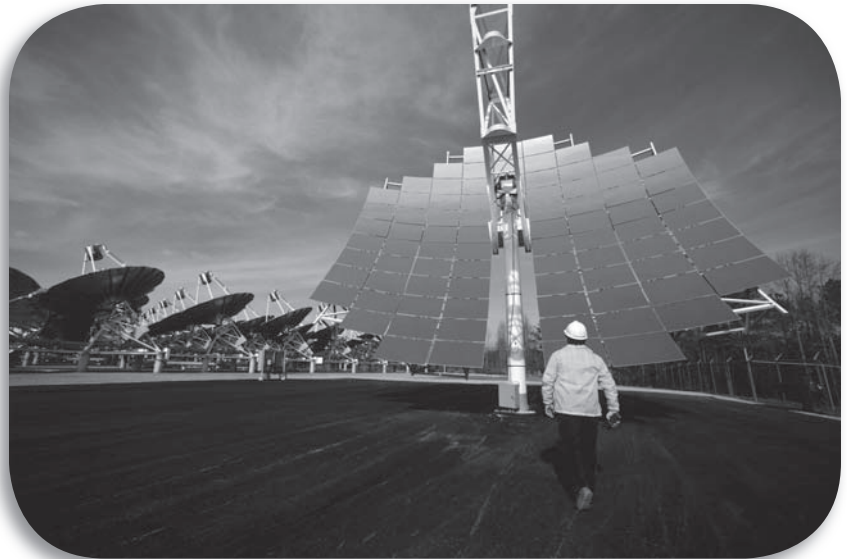


FIGURE 1.1
Stimulus Job Growth

http://www.economy.com/mark-zandi/documents/Economic_Stimulus_House_Plan_012109.pdf

Source: BLS
Moody's Economy.com

Zandik, Mark. "Economic Stimulus Impact on the Economy." Moody's Economy.com. West Chester, PA. 2009.

ACTIVITY 1.1**Researching Job Growth Trends**

Working with a group, create a plan for how to research trends in job growth based on economic conditions. List three sources of information that you think are the most informative (*e.g.*, *Occupational Outlook Handbook*, *local newspaper*, *financial reports online similar to Moodyseconomy.com*).

1. _____
2. _____
3. _____

List some key economic indicators of job growth to follow and why they are important (*e.g.*, *stock market*, *housing market*, *outsourcing*).

Progress Check Questions

1. How would you describe the current job market where you live?
2. How might current conditions in the job market influence your career decisions?

DIVERSITY

Workforce diversity is described by a variety of dimensions such as ethnicity, race, age, or gender as well as by secondary influences such as religion, socioeconomic, and education. For companies that compete globally, a diverse workforce has distinct advantages. Work teams with different backgrounds and experiences bring different views on problem solving, team building, marketing, and a variety of other areas that are important to enhancing individual and company performance.

"By 2050, there will be no majority race."
ACRN—The American Career Resource Network¹

Different groups have different needs, and they want their needs to be recognized and met as much as possible. Employers that provide more customized approaches to employee recruitment and training, coaching, retention, and benefits plans are better able to attract and retain a diverse workforce.

Ethnicity and Race A landmark study, *Workforce 2020*,² points to the impact that greater ethnic diversity in the labor market is having on changing the workplace. Kraft Foods is an example of a company responding effectively to its diverse workforce. Through the development of diversity network groups, Kraft uses employee councils to build employee development.

Through 10 employee councils (African-American Council, Hispanic Council, Asian-American Council, Women in Sales Council, Black Sales Council, Women in Operations,

¹ ACRN America's Career Resource Network. (2009). "The Economic Challenge." Retrieved March 12, 2009, from <http://cte.ed.gov/acrn/econchal.htm>.

² R. W. Judy and C. D'Amico. (1997). "Workforce 2020: Work and Workers in the 21st Century." Retrieved September 1, 2009, from www.eric.ed.gov/ERICDocs/data/ericdocs2sql/content_storage_01/0000019b/80/16/bb/41.pdf.

Hispanic-Asian Sales Council, Rainbow Council, Professional Support Council, and the African-American in Operations Council) Kraft takes an active role in mentoring and supporting its diverse workforce.³ One example of its work includes outreach to college and university internship programs to source new talent in addition to internal professional development programs.

Companies that are open to creating formal and informal opportunities for workers to network in groups with both similar and different ethnic backgrounds build better communication channels among employees and a sense of community that can enhance employee satisfaction and retention.



Age Age diversity at work is the inclusion of employees of all age groups in the workplace. There are many benefits of various age groups working together. Each age group brings diverse skills and strengths. Older workers bring historical perspective on traditional approaches to workplace issues. Younger workers who bring an understanding of the modern market may be better equipped to identify and apply technology solutions and may be more flexible in considering multiple viewpoints and solutions to business problems. All age groups can learn new ideas and new ways of thinking from each other.

Although there are advantages to age diversity in the workplace, there is also the potential for some unique challenges. Older workers may need more technology training, while younger workers may need more training in product knowledge. Different age groups may have different attitudes toward their work environment. For example, older workers may see the corner office as a sign of status. Younger workers typically prefer more open team work spaces or informal meetings at offsite locations like Starbucks.

In some companies, older workers who choose to work beyond their planned retirement age may find themselves working for recent college graduates. There are many ways in which companies can customize programs and services to maximize the strengths of each age group.

Gender Gender diversity refers to the proportion of males to females in the workplace. The number of females in the workplace continues to grow. By 2016–17, women are projected to earn more doctorate degrees as well as first professional degrees than men.⁴ Companies continue to find progressive ways to attract and retain women to build gender diversity throughout the organization. For example, Deloitte and Touche’s National Diversity Council provides a national network of people to support women in a variety of ways. A women-to-women mentoring program supports efforts to attract women to the firm.⁵

Particular focus on career advancement opportunities is designed to support the growth and retention of talented women within the company. Another network provides information sharing for female professionals who are also mothers.

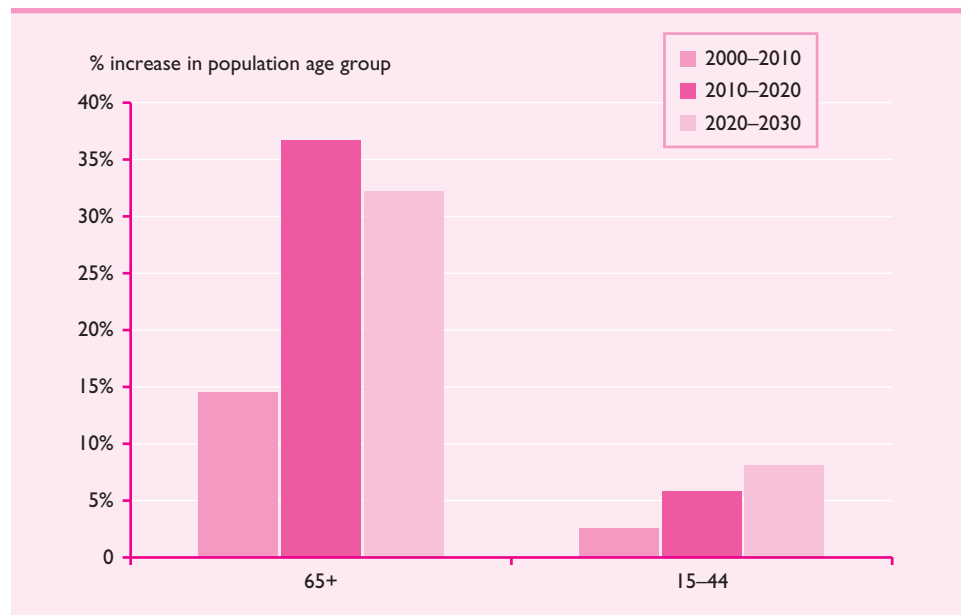
In addition to mentoring programs for women, many companies offer coaching and mentoring to men who may be adapting to working with and for more female executives.

³ Kraft Foods. (2009). *Kraft Foods’ “Diversity Vision.”* Retrieved March 12, 2009, from www.brands.KraftFoods.com/careers/ourCulture/diversity/htm.

⁴ Catalyst Inc. (2009). “U.S. Labor Force, Population & Education.” Retrieved September 1, 2009, from www.catalyst.org/file/143/qt_us_percent20labor_force_pop_ed.pdf.

⁵ Deloitte and Touche USA LLP. (2009). “Championing Diverse Workplaces.” Retrieved August 27, 2009, from www.deloitte.com/view/en_CA/ca/about/diversity/article/4052388a90ffd110VgnVCM100000ba42f00aRCRD.htm.

FIGURE 1.2
The Aging Workforce



There are still gender gaps in mid- and upper-level management in many companies. One reason is that many women choose to leave and reenter the workplace at different points in their lives to care for their children or parents. This often slows down the career advancement that may have occurred with steady employment. A survey of U.S. college graduates by *Harvard Business Review*, showed that 37 percent of women voluntarily stopped working at some point in their career as opposed to 24 percent of men. Voluntary decisions to take a break during one's career is a major cause of the gender gaps that still exist today.⁶

GENERATIONAL DIFFERENCES

Employers are concerned about the loss of talent that will come with the retirement of the baby boomers in their companies. At the same time, more baby boomers are rethinking their retirement age and seeking out opportunities to continue to work and be productive at their jobs. In response, some employers provide incentives for employees about to retire to stay engaged with their work beyond their planned retirement age. More employers also rehire retirees from other companies recognizing the benefit of their knowledge and experience.

With older workers remaining active at work, companies are addressing ways to connect the four generations of workers that now comprise their workplace. Each generation has a different definition of success based on the value they place on family, work, personal fulfillment, and the use of technology. In progressive organizations, training and development integrates the talents each group brings and mentoring occurs up, down, and across the organization to maximize everyone's talent.

Progress Check Questions

1. How would you describe the type of experiences you have had interacting with diverse groups, and what did you learn from those experiences?
2. How many generations are living in your family? What are some things that all the generations have in common?

⁶ S. A. Hewlett, C. B. Luce, P. Shiller, and S. Southwell. (February 24, 2005). "Hidden Brain Drain: Off-Ramps and On-Ramps in Women's Careers." *Harvard Business Review*. Retrieved February 24, 2005, from www.harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name.

ENTREPRENEURSHIP

Entrepreneurial careers are projected to grow as large corporations downsize and demand increases for more customized services to meet the needs of diverse populations. The trend for college graduates to pursue this career path is connected to the broader trend for millennials to pursue work that is satisfying and challenging. Young entrepreneurs are frequently motivated to achieve work-life balance and contribute to the community, which often drives them to own and operate their own businesses. Older workers often choose owning and operating their own business as an alternate career path after gaining experiences and accumulating the financial resources needed to start a company. Being able to apply knowledge and skills acquired over years of work experience in new and creative ways can provide increased career and personal satisfaction.

Those choosing this career path must be prepared to meet internal and external challenges. Internal challenges include supporting product development, hiring and training the right employees, managing cash flow, and ultimately making a profit. External challenges include financing and government regulations. Technology has made it easier to start and manage new start-up companies. Online tools provide readily accessible resources such as articles, forums, blogs, on-demand seminars, podcasts, and professional advisors to provide prospective entrepreneurs with the preparation and networks needed to be successful. Entrepreneurs must have a strong knowledge base of the field, an extensive network inside and outside the field, a strong commitment, and a willingness to take risk.

Real Life Stories

The American Girl Doll

The American Girl doll was founded by Pleasant T. Rowland. Rowland was an elementary school teacher who developed innovative teaching materials focused on the integration of reading with other language arts. Her interest in creative and educational toys for her own children led her to writing children's books. She had a vision that she could create educational products that would make learning fun for children. She expanded her work to developing other educational products including dolls and toys that successfully integrated learning with play. Her first attempt to present a new doll with clothing representing an era in history and a children's book that told the story of that era was not successful. She persisted in believing that her product had value. Her repeated efforts finally resulted in mothers embracing the new product line. Its appeal as an educational product led to a rapid success of the American Girl Doll throughout the country and later around the world. Rowland started with a concept that she believed in and applied her teaching and writing skills and her experience as a mother in a new and creative way. Rowland has been honored as one of the 12 outstanding entrepreneurs in the United States by the Institute of American Entrepreneurs.⁷

SitePoint.com

At the age of 15, Matt Mickiewicz launched SitePoint.com, which grew to become one of the best-known resources for Webmaster/Web developers on the Internet. Matt started SitePoint.com with the simple goal of providing educational resources to Web developers to help them grow their businesses and careers. SitePoint.com publishes three separate e-mail newsletters focusing on design and development and a wide range of business topics. A fourth newsletter targets a community of developers who participate in online forums.

Matt began his career by building a one-page resource site that outlined useful tools and software for building a Website. The demand for the information grew rapidly, and Matt realized that there was an opportunity to build a full-service online educational site for those interested in developing and improving Websites. As the business grew, Matt noticed the trend for viewers

⁷ FundingUniverse. (2005). American Girl, Inc. Retrieved September 1, 2009, from www.fundinguniverse.com/company-histories/American-Girl-Inc-Company-History.html.

to print tutorials they were most interested in. Matt saw this as an opportunity to take the most popular tutorials and publish them in a print-on-demand book on the Website. Later, he added another feature called the Marketplace where Websites can be bought and sold. The Website has become a leading resource for Web developers throughout the world and has received up to four million unique visitors and 27 million page views each month.

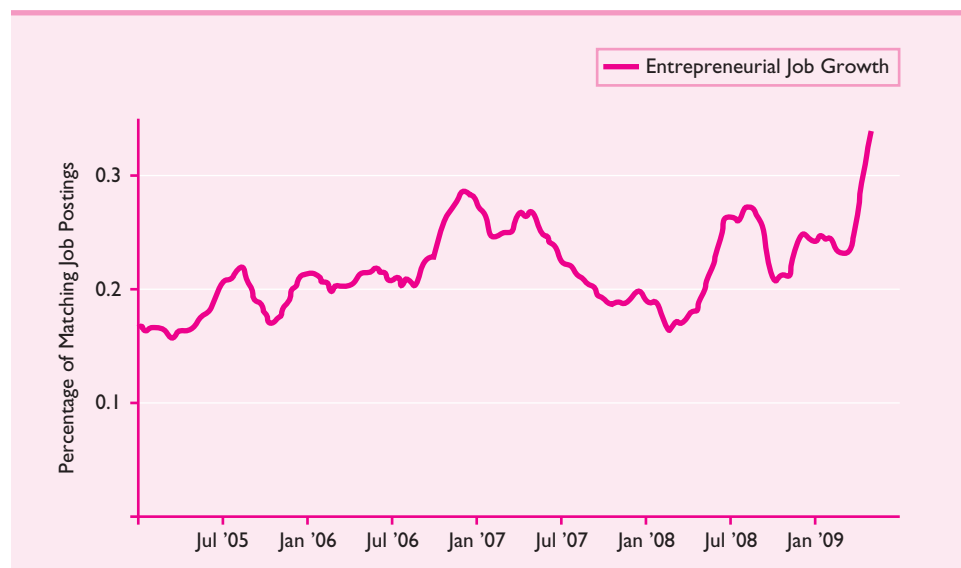
When talking with others interested in opening their own business, Matt advises that it is important to set modest goals at the start and be patient. Finding investors that believe in your product and building a customer base can be a tedious process and requires perseverance. He also stresses the importance of creating value for your product and services and creating a niche by focusing on something you know you can consistently do well. Finally, he stresses the importance of being constantly tuned in to new opportunities and being prepared to act on them to stay current and sustain long-term success.⁸

Kinko's

Paul Orfalea, founder of Kinko's Inc., realized as a student that he had the ability to see the big picture when presented with challenging situations. He enjoyed analyzing and thinking creatively about ways to solve problems. He developed a self-confidence that enabled him to feel comfortable taking risks and learning from his successes or failures. When Paul discovered that he had dyslexia and attention deficit hyperactivity disorder (ADHD), he understood his restless tendency and his need to learn more from hands-on experience and networking with others than from reading or writing about how to do things. In college, he noticed that the copier machine in the library was in constant demand and that copy machines were not otherwise available to the general public. Paul saw an opportunity to create his own copy service and started his business at a stand near a college campus. Paul developed a steady customer base of mostly college students but did not have the financial resources to grow his business.

He encouraged local investors to share ownership with him, and within 10 years, he had established a network of 80 stores. Keeping his eye open to customer demand, he started a 24-hour service at his stores that enabled students, businesses, and travelers to access his service when they needed it. Kinko's grew to 1,200 locations and 23,000 employees in 10 different countries. When advising college students about becoming an entrepreneur, he does not attribute his success to any particular type of copy machine or technology. Instead, he talks about how he focused on his strengths and saw his disabilities as learning opportunities.⁹

FIGURE 1.3
Entrepreneurial Job
Growth Trends



⁸ Young Entrepreneur Forums. (2009). Entrepreneur Resource Center. Retrieved August 27, 2009, from www.youngentrepreneur.com/.../interview-with-matt-mickiewicz/.

⁹ FundingUniverse. (1997). Kinko's Inc. Retrieved September 1, 2009, from www.fundinguniverse.com/company-histories/Kinkos-Inc-Company-History.html.

NOTES

Most Popular Options for Entrepreneurs

- Start and manage own business.
- Work in an existing firm.
- Take over a family business.
- Buy an existing franchise.
- Help bring new ideas to a corporation.

SOCIAL AND PROFESSIONAL NETWORKING

Social and professional networks have reshaped the workplace in a variety of ways. Employers have found some distinct advantages to incorporating the use of social and professional networks to enhance many business practices. The following are the most frequent benefits cited by employers.

Recruitment: Searching social and professional networks has become a useful way for companies to find relevant candidates, actively seeking employment, for any position by searching for applicants with skills that best match those the company is looking for. Connecting with potential candidates through these online networks is also a way to reach out to qualified individuals who may not be aggressively searching for a job but would consider the right career move if the opportunity became available.

Candidate screening: Many companies rely on social networking sites to screen job applicants. In a survey of 31,000 employers conducted by Career Builder.com, interviewers said that information found on online networks about applicants influenced their hiring decision.¹⁰

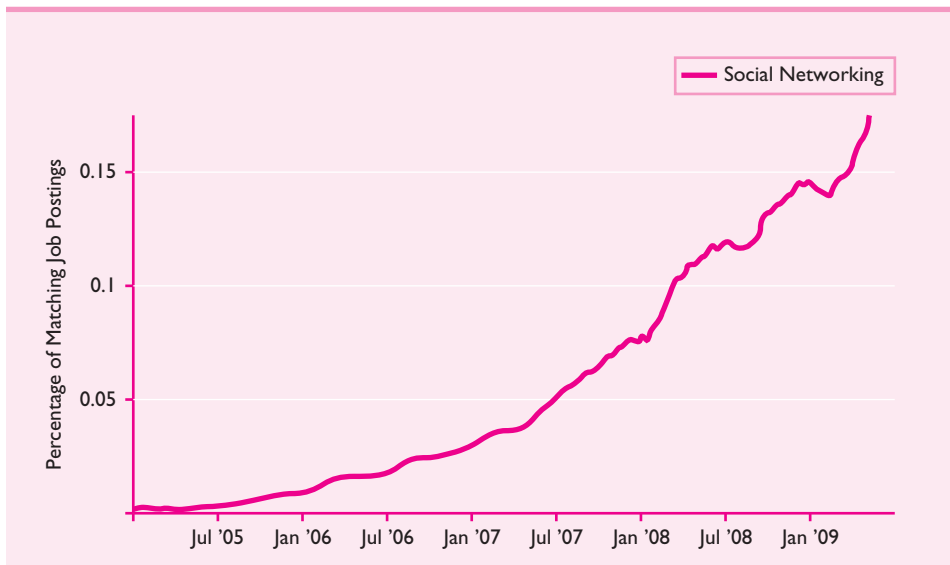


FIGURE 1.4
Growth in Social
Networking

¹⁰ H. Havenstein. (March 9, 2008). "Careers IDGNS Internet IT Management Sites Social Networking Software and Web 2.0." *ComputerWorld*. Retrieved February 2, 2009, from www.thestandard.com/news/2008/09/12/one-five-employers-uses-social-networks-hiring.

Social learning: Seventy percent of learning in most companies is social learning, much of which occurs through company online networks.¹¹

Generation Y: Because Gen Y'ers have grown up with social networks as part of their daily experiences, companies realize the need to adapt to the communication and learning styles of their evolving workforce of Gen Y'ers.

It is important for you to be aware of how online networks are used in the workplace so that you can use these Internet resources in the most productive ways as part of your job search and career progress.

In Chapter 7, you will learn ways to use social and professional networks in ways to enhance your job search, including how your online profile and communication can help you build and maintain a professional reputation with employers.

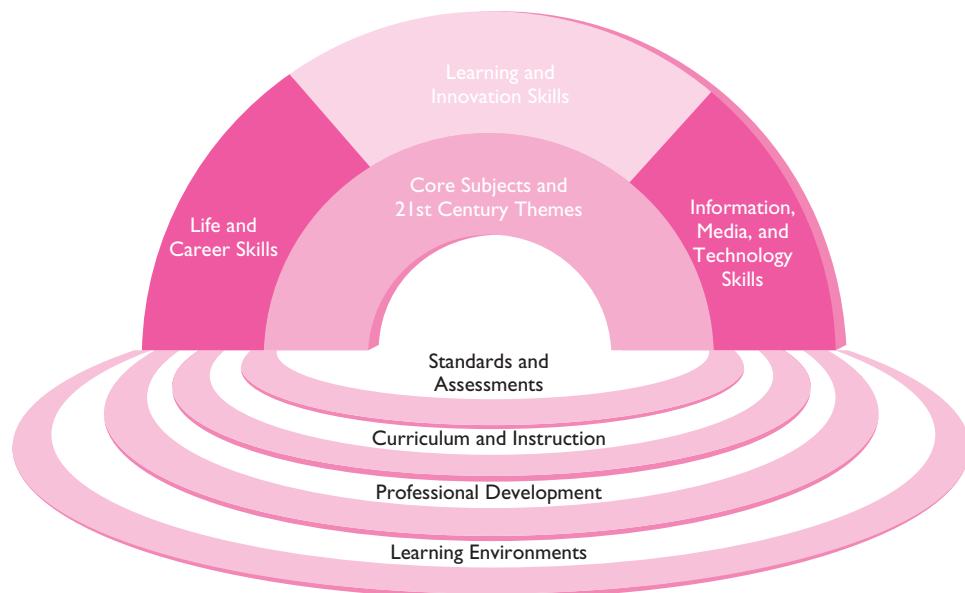
Progress Check Questions

1. What are some of the traits that Pleasant Rowland, Matt Mickiewicz, and Paul Orfalea share that make them successful entrepreneurs?
2. What social and professional networks do you use now? What is the main thing you use them for?

1.2 WORKPLACE KNOW-HOW AND 21ST CENTURY SKILLS

The relationship between the employment community and educators is extremely important. Companies need graduates who have the skills necessary to make positive contributions to their business. When employers hire, they expect you to have basic workplace skills. Being able to demonstrate those skills to employers will be a great advantage to you when applying for a job. These skills also help you stand out when being considered for a new position or promotion. The Partnership for 21st Century Skills is an example of one way the business community and educational leaders are working together to improve the success of graduates in the workplace.

FIGURE 1.5
21st Century Skills



¹¹ P. Clayton. (2009). "Career Advancement, Employment Trends, Recruitment Leadership Podcast." *Trend Watcher: Informal Learning*. Retrieved March 20, 2009, from www.totalpicture.com/. . ./trendwatcher-informal-learning.html.

THE PARTNERSHIP FOR 21ST CENTURY SKILLS

The Department of Education and the business community conducted a survey of 431 employers to identify the critical workplace skills graduates need.¹² Employers cited the knowledge, applied skills, and emerging content areas necessary for graduates to succeed in the workplace. While a wide range of knowledge and skills were cited, employers ranked the following four skill areas as most important:

- Professionalism and work ethic
- Oral and written communications
- Teamwork and collaboration
- Critical thinking and problem solving

NOTES

Knowledge

English language (spoken)	Government/economics
Reading comprehension (in English)	Humanities/arts
Writing in English (grammar, spelling, etc.)	Foreign languages
Mathematics	History/geography
Science	

NOTES

Applied and Transferable Skills*

Critical thinking	Leadership
Oral communications	Creativity/innovation
Written communications	Lifelong learning/self-direction
Teamwork/collaboration	Professionalism/work ethic
Diversity	Ethics/social responsibility
Information technology application	

**Applied skills* refer to those skills that enable entrants to use the basic knowledge acquired in school to perform in the workplace. *Transferable skills* refer to those skills that enable workers to use the basic knowledge acquired in school, on the job, or through life experiences to perform in the workplace.

NOTES

Emerging Content Areas

Expectations of personal responsibility for health, finances, and career on the rise:

Health and wellness choices
 Personal financial responsibility
 Entrepreneurial skills
 Economic issues and the role of the U.S. and global economy
 Economic and cultural effects of globalization
 Informed citizenship
 Importance of non-English skills¹³

¹² Partnership for 21st Century Skills. (2004). "Most Young People Entering the U.S. Workforce Lack Critical Skills Essential for Success." Retrieved August 27, 2009, from www.21stcenturyskills.org/index.php?option=com_content&task=view&id=250&Itemid=64.

¹³ The 21st Century Skills Partnership. (2006). "Are They Really Ready to Work?" Retrieved March 29, 2006, from [www.21stcenturyskills.org/.../FINAL_REPORT_PDF09-29-06pdf\[0\]](http://www.21stcenturyskills.org/.../FINAL_REPORT_PDF09-29-06pdf[0]).

In Chapter 2, Self-Assessment, you will assess your knowledge and applied skills and preparedness in emerging content areas. In Chapter 3, Goal Setting and Career Decision Making, you will set goals for self-improvement.

In Chapter 12, Successful Interviews, you will learn about interview questions that target particular 21st century skills and practice suggested answers to these questions to maximize your success with your interviews. Throughout the text, you will learn more about how emerging content areas impact your career success and how to further develop yourself in these career-critical areas.

Progress Check Questions

1. Why do you think applied and transferable skills are so important to employers?
2. Why do you think there is an increase in the importance of personal responsibility for finances, health, and career?

SCANS (SECRETARY'S COMMISSION ON ACHIEVING NECESSARY SKILLS)

The SCANS report is now more than 20 years old, and new jobs created in the current and future economy require a broader view of the different skill sets required for career success. SCANS highlighted many of the same skills and knowledge as the 21st Century Partnership study. However, the 21st century workplace study's focus on emerging content areas better reflects the aspects in an effort to provide opportunities for the work-life balance.¹⁴

The 21st century skills required to succeed in this more blended environment include one's ability to demonstrate responsibility for personal finances and health. In addition, there is greater emphasis placed on the need to build communication skills that allow one to adapt to more diverse work environments. For example, non-English-speaking skills are identified as a critical skill. Finally, there is equal importance given to acquiring the necessary knowledge for career success as is given to the importance of applied skills.

Many believe that in the past, there may have been an overemphasis on applied skills over knowledge. While critical thinking and problem solving are necessary skills, problems cannot be analyzed or solved without the knowledge to think with. In the 21st century skills movement, skills and knowledge are considered to be inseparable components of career success.

THE SPELLINGS REPORT

NOTES

In 2006, The Spellings Report began the discussion about the need to implement a plan that would improve the success rates of college graduates in the workplace. Too many graduates were entering the workplace without the skills employers said were important to career success. The decline in literacy among college graduates was one of the greatest skill deficiencies. It was most notable because the fastest growing jobs require it.

Following the Spellings Report, the 21st Century Skills Report outlined a plan to improve what we expect of graduates and how well we prepare students to have the necessary skills well beyond their first job.¹⁵

¹⁴ U.S. Department of Labor. (2009). "Secretary's Commission on Achieving Necessary Skills." Retrieved August 27, 2009, from <http://wdr.doleta.gov/SCANS/>.

¹⁵ U.S. Department of Education. (2006). "A Test of Leadership: Charting the Future of U.S. Higher Education." Retrieved September 1, 2009, from www.ed.gov/about/bdscomm/list/hiedfuture/reports/pre-pub-report.pdf.

1.3 EDUCATION AND THE WORKPLACE

The American Career Resource Network (ACRN) has reported that 65 percent of the fastest growing occupations in the United States require some form of postsecondary education including either an associate's degree, vocational certification, or bachelor's degree.¹⁶ In most career fields there are incremental earnings per year as a result of degree attainment. Typically, associate degree graduates earn more per year than high school graduates. That annual additional salary grows for bachelor degree and master degree graduates. The U.S. Census Bureau Website is a reliable source for the most current information on earnings by degree attainment.

The value of a college degree holds strong through fluctuations in the economy. In fact, college graduates have been reported to have a much lower unemployment rate than the nation as a whole. For example, in April 2009, when unemployment rates were soaring,

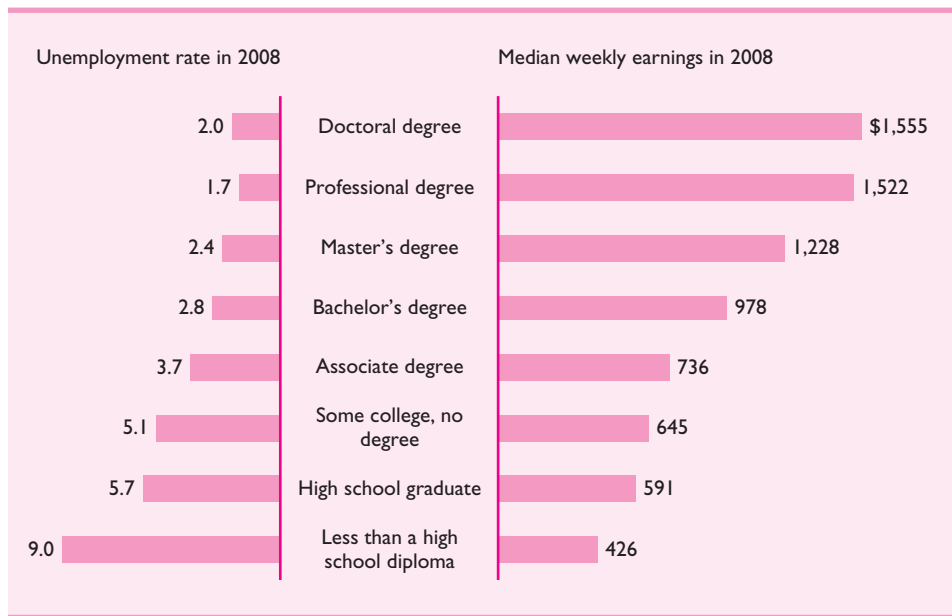


FIGURE 1.6
Education Pays

You can do research using the Bureau of Labor Statistics Website, which provides information about your possible earning potential for three different jobs that you might be interested in that utilize the degree you will earn. List (1) the job title, (2) potential earnings, and (3) required education.

1. _____
2. _____
3. _____

Based on what you found, are you interested in one job more than another? _____
Did you become interested in any other jobs with greater earning potential if you pursued an additional degree? _____

ACTIVITY 1.2

Understanding the Value of Your Degree

¹⁶ ACRN America's Career Resource Network. (2009). The Economic Challenge. Retrieved March 12, 2009, from <http://cte.ed.gov/acrn/econchal.htm>.

the national unemployment rate was 8.5 percent while the unemployment rate for college graduates was 4.3 percent. A spread between college graduates' and overall unemployment has held constant through every recession since at least the 1970s.¹⁷

Progress Check Questions

1. How can your education impact your career success in the field you have chosen?
 2. If your field requires any special certifications or licenses, do you know what will be needed to keep them current as you progress through your career?
-

CHAPTER SUMMARY

There will always be external factors that change the workplace and the skills and experiences needed to be successful in your career. We have seen how swings in various aspects of the economy, from the stock market to the housing market, can significantly impact the career opportunities available to you at any given time. As a result of these periodic changes, there will be opportunities for you to develop new skills and perform different and challenging work. Keeping your skills current through formal education or informal learning, such as through professional associations, workshops, seminars, and online learning tools, will continue to be important to your career success and advancement. You should make it a habit to monitor these trends so that you can anticipate ups and downs in the job market and in particular career areas.

Your ability to work with individuals from diverse backgrounds is essential for you to be effective in whatever role you play in your company. Whether members of your work groups differ by ethnicity or race, age, or gender, you will need to be open to different ways of solving problems, working through processes, and accommodating work-life situations and different learning and management styles.

Developing entrepreneurial skills is as important to your work in a large corporation as it is to starting your own business. In the global market in which so many U.S. companies compete, companies that perform best often do so on their ability to think and market creatively, take risks, develop strategic partnerships, and stay closely aligned with customer needs. These are all traits of the successful entrepreneurs discussed in this chapter as well as most others who chose entrepreneurial career paths. Learning these skills can be important to your ability to add value to your company in a way that stands out from others.

The importance of developing relevant workplace skills and keeping them current is critical to your career success in both good and bad economic times. Stay knowledgeable about the skills employers say they need. Plan on constantly developing and growing those skills in school, at work, or through other life experiences. In Chapter 2, you will get started by assessing how well prepared you are to demonstrate the 21st century skills employers say are important. Assessing your skills is only the first step. In Chapter 3, Goal Setting and Career Decision Making, you will learn to set goals for self-improvement in areas that are not currently your strengths, to improve your chances for better career opportunities. In Chapter 2, you will also learn to assess yourself in other areas important to your career success. Understanding the process of self-assessment is very important because it is something that you will need to do periodically to successfully manage your career.

¹⁷ C. Romans. (2009). "Your Money. CNN Transcripts, CNN.com." Retrieved April 11, 2009, from www.transcripts.com/TRANSCRIPTS/0904/11/cnnitm.0.1.html.

MILLENNIAL WORKPLACE IMPACT ON YOUR CAREER DECISIONS

Based on what you learned in Chapter 1, what level of influence do you think each of the following will have on your career decisions? Mark an “X” on the line under your choice.

	None	Somewhat	High
World Trends			
Economy	_____	_____	_____
Diversity	_____	_____	_____
Generational differences	_____	_____	_____
Entrepreneurship	_____	_____	_____
Social and professional networking	_____	_____	_____
Workplace Know-How and 21st Century Skills			
Knowledge	_____	_____	_____
Applied skills	_____	_____	_____
Emerging content areas	_____	_____	_____
Education and the Workplace			
Employment rates and your degree	_____	_____	_____
Earnings and your degree	_____	_____	_____

1. Which of these are most in your control? Discuss why.

2. How do those that you consider not in your control affect your career decisions?



Self-Assessment



After completing this chapter, you will:

- 1 Identify** the factors involved in understanding yourself
- 2 Determine** how your values influence your career choice
- 3 Recognize** interests that influence your career choice
- 4 Define** how your personality traits relate to your career choice
- 5 Describe** how well your skills compare with 21st century skills employers want
- 6 Explain** how emotional intelligence is related to your self-assessment

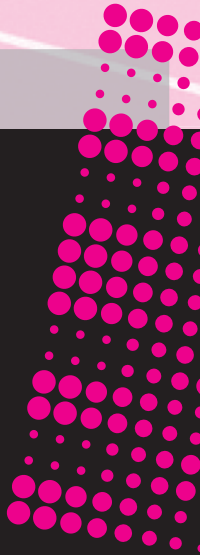
This chapter focuses on helping you better understand yourself in relation to your career planning. Knowing yourself is an important first step toward a successful career because your job should be compatible with who you are. When you choose a job that is a good match, you are likely to stay in the job longer and be more satisfied with your decision. Self-assessment is the process of identifying your values, interests, personality traits, knowledge, and skills. Once you have a better understanding of yourself in each of these areas, you can think about how each of them can influence the career choices you make now and in the future. In this chapter, you will identify your values, interests, personality traits, and skills. In the process, you will focus on the 21st century skills employers have identified as important for career success in the workplace and you will learn what emotional intelligence is and the role it can play in your career success.

CASE STUDY

Carlos enrolled in a paralegal studies program at the nearby community college. He had graduated with honors from high school. He thought he chose the right college program, but wasn't really sure. His father was a policeman and Carlos admired the work that he did. He often talked to Carlos about going to college and how important it was to follow a career in which you could make a difference to others. Carlos was reminded of how fortunate he was to be part of a close family unit, unlike so many families in his community.

One of his instructors referred Carlos to a professional career counselor in the nearby area who could help him assess whether he was choosing the right career field for him. The counselor was trained to administer and interpret a variety of career assessment tests. When he met the counselor after completing his tests, Carlos learned some things about himself that would help him feel more comfortable with his career choice now and in the future.

learning outcomes



The tests basically confirmed that Carlos had the personality and skills to be successful as a paralegal. He also learned about other career options that matched his personality and skills. The personality test revealed that Carlos was self-directed, motivated, reliable, and had characteristics that indicated a good work ethic. It also revealed that Carlos was a compassionate person and often put others' needs in front of his own. Carlos agreed with this, telling his counselor that he often had difficulty saying no to others.

His skills tests showed that Carlos had above average writing skills and strong analytical and problem-solving skills. That was aligned with his interest in and skill with researching and processing complex information.

His counselor told Carlos that his test results supported his choice to pursue a career as a paralegal, but reminded Carlos that he need not limit his thinking to that career field.

His results showed he was suited for other careers that also matched his personality and skills. During their discussion, Carlos talked about his strong desire to do work that would help to improve the local community and make it a more attractive place for people to live and work. He also said that he really thought he would enjoy learning more about the law, how cases were prepared and presented, and how legal decisions were made. His counselor asked Carlos if he had ever considered being a lawyer. Carlos was surprised by the suggestion at first. He later did not rule out the possibility as a long-term career goal. His counselor advised him to get started as a paralegal and use that experience to further develop his verbal presentation skills, legal knowledge, and ability to persuade and influence others. Carlos would also need to practice being firm and decisive in his professional dealings with others. He was now convinced that his career choice as a paralegal was the right decision and that someday he might consider other career paths that maximized his professional skills and interest in the law.

Discussion Questions

1. What personal values influenced Carlos's career choice?
2. In what areas did Carlos need to improve if he wanted to consider a career as a lawyer? Do you believe that these are areas he could improve in through experience as a paralegal? Why or why not?
3. Do you think that your values, interests, and personality or your skills will determine your long-term career path?

2.1 UNDERSTANDING YOURSELF

Knowing what you enjoy doing, how you like to spend your free time, or what motivates you to accomplish your goals is part of understanding who you are. As you consider what your values are, what interests you, and what some of your personality traits are, you can begin to build your own career profile which will help you market yourself to employers during your job search. Adding a list of your workplace skills and your education and experience will ensure your career profile is complete. You will find the information about yourself that you keep in your career profile to be helpful when you prepare to network, write your resume, promote yourself during an interview, or decide whether a job offer is a good match for you.

NOTES	My Career Profile
<p>My values My interests My personality traits My skills</p>	

2.2 YOUR VALUES

Your values are the standards you choose to live by. Your values affect most of the choices you make every day. The sum total of your personal values or standards make up your value system. Values themselves are not right or wrong. What is an acceptable choice for one person may be unacceptable for you because of your value system. For example, one person may feel little or no obligation to spend time helping others through some sort of community work. For you, community service may be very important because one of the standards you have set for yourself is helping others. The following are some examples of values:

- Time with family
- Financial reward
- Community service
- Professional position
- Personal relationships
- Social status

One way to identify your values is to ask yourself, What is important in my life? The answer may tell you a lot about the values you have. The examples listed may reflect some of your values. There are probably some you would like to add or subtract from the list. Knowing what is important to you makes you aware of your own value system.

Values affect most of the choices we make every day. The career you choose should be compatible with your values. The following words describe some common values. From the list, select 10 that are most important to you and then rank them 1 to 10, with 1 being the most important:

Values	Most Important	Rank (1 = most important)
Making a difference		
Integrity		
Fairness		
Caring		
Reputation		
Individuality		
Service		
Power		
Openness		
Diversity		
Justice		
Commitment		
Equality		
Teamwork		
Independence		
Respect		

ACTIVITY 2.1 Choosing Values

Achievement		
Contribution		
Professionalism		
Wealth		
Authority		
Membership		

VALUES AND YOUR CAREER CHOICE

Your values can influence your career choices in many ways. For example, if you value independence and individuality, you may decide to work with a small, entrepreneurial company where you might have more freedom to work in a less structured environment. If you value teamwork and diversity, you may be better suited for a larger company. You can also choose companies in your job search that match your values. Service to the community or diversity are two examples of company values that might match your own personal values.

Not only do your values influence the type of company you may choose, but they can also influence your choice of job. If you value nights and weekends with your family, you will probably require a job that does not include much overtime or weekend work. Frequent travel may be something you prefer to avoid. If your job choice is to be a loan officer in a bank, you will generally find spending time with your family will be possible because this job generally has a standard work week and little, if any, travel.

Try not to make a career choice that conflicts with your values. For example, if you are considering a career in sales, you may need to travel and work some nights and weekends. Perhaps if you rethink what is important to you, you may realize that time with your family, rather than a standard schedule, is what really counts and that good planning gives you the free time you want while you pursue a sales career.

Progress Check Questions

1. How do you think your values affect your career choice?
2. Do you think your values will change at different stages of your life and career? Why or why not?

Real Life Stories

Laura Murphy

Dissatisfaction with several entry-level positions and work for a car rental company led Laura Murphy to pursue a more rewarding career. She went back to school and obtained an associate degree in nursing. She became a travel nurse and eventually assumed a nursing position at a medical center's high-risk and delivery center. She also worked with new mothers, like herself, to adjust to parenthood.

Laura moved on to work as a full-time school nurse which allows her to spend time with her two children. She believes nursing offers a wide variety of career paths for those seeking a personally rewarding career with many opportunities.¹

Source: Reprinted with permission. Winter 2005 *Alpha Phi Quarterly*. Copyright © 2005.

¹ T. Riemer Jones, et. al. (2005). "Values-Based Career Moves." *Alpha Phi Quarterly* 117(1). Retrieved August 31, 2009, from www.alphaphi.org/pdfs/Quarterly/2005Winterp.1-10.pdf.

2.3 YOUR INTERESTS

Interests are the activities you choose because you enjoy them. Your interests may lean toward individual or group activities. Most people enjoy some combination of the two. Some of the interests you enjoy the most may become hobbies. Having a variety of interests and hobbies helps you grow and develop, while at the same time, provides a good source of fun and relaxation.

INTERESTS AND YOUR CAREER CHOICE

How you spend your free time says a lot about you—your likes, dislikes, and motivation. This information can provide you with leads to the career that is best for you. For example, if you spend free time as an officer in a club or organization, you may have an interest in a job that puts your leadership skills to work.



Interests affect most of the choices we make every day. The career you choose should be compatible with your interests. The following words describe some common interests and hobbies. From the list, select 10 that are most important to you and rank them 1 to 10, with 1 being the most important.

Interests/Hobbies	Most Important	Rank (1 = most important)
Computer games		
Photography		
Movies		
Writing a journal		
Cooking		
Traveling		
History		
Exercise/fitness		
Sports		
Reading books		
Listening to music		
Collecting items		
Drawing/sketching		
Painting		
Dancing		
Theater		
Writing		
Playing a musical instrument		

ACTIVITY 2.2

Identifying Your Interests and Hobbies

An interest in writing while pursuing a career in culinary arts may mean that you are suited for a career as a food writer. Pay attention to what you enjoy doing, and you may discover interests that apply to a variety of career areas. Career interest inventories can help you find out more about yourself and how your interests relate to different careers, including making matches with occupational groups and specific occupations.

Progress Check Questions

1. How do you think your interests affect your career choice?
2. Do you think the current career you are considering matches your interests?

Real Life Stories

Denzel Washington

The American actor Denzel Washington is an example of a person who launched a successful career based on his longtime interest in acting.

As a camp counselor for the American Boys and Girls Club of America, Denzel had his first experience with acting, appearing in a small theater production for kids. As an adult, his interest in acting did not surface again until he went to college and explored a few different career interests. He started in a premed program and then switched his major to political science. Finally, he decided that neither of these career paths interested him. He then majored in journalism, thinking that he would pursue a writing career. While in college, his acting abilities became apparent after appearing in two student productions. After receiving his degree in journalism, he immediately pursued acting roles that eventually led to his successful acting career. Denzel says that although it took him awhile to discover what he really wanted to do while he was in college, he learned a lot about himself in the process.

"I found what I liked and what I didn't like. I became aware of my own study habits and I eventually found the thing I loved."²

Denzel Washington's story demonstrates how your interests can play a major role in your career decisions. His story also demonstrates the importance of learning from the decisions you make along the way, even if they do not turn out to be the final path you take.

NOTES

Values and Interests Tests

DISC profile tests are often used in career planning to assess behavior, personal interests, attitudes, and values. DISC is an assessment tool to help you learn your behavior patterns and to what degree you use each dimension of behavior in a situation. The DISC tests allow you to discover your general behavioral style in regard to four dimensions: dominance, influence, steadiness, and conscientiousness.

DISC profiles can tell you a lot about your own communication style, how you relate to others, and how you might respond to different situations.

DISC profiles evaluate how you respond (according to four behavioral dimensions) to the four *P*'s:

*P*roblems (dominance)

*P*eople (influence)

*P*ace (steadiness)

*P*rocedures (conscientiousness)

DISC testing does not detect right or wrong behaviors; rather, it helps you understand how you instinctually react when confronted with conflict or challenges. DISC attitudes, personal interests, and values reports can help you discover your strengths.

Source: www.discprofile.com.

² R. Hazell. (October 2000). "Education Is the Pathway for Success in the Mind of Denzel Washington." *The Black Collegian Online*. Retrieved September 1, 2009, from www.black-collegian.com/issues/1stsem00/denzel2000-1st.shtml.

2.4 YOUR PERSONALITY TRAITS

A personality trait is a distinguishing quality or characteristic that belongs to you. The sum total of your unique personality traits makes up your personality. Developing an effective personality is critical to your career success.

The career you choose should be compatible with your personality traits.

From the list, select 10 that you think best describe you and then rank them 1 to 10, with 1 being what you consider to be your strongest personality trait. Your strongest personality trait may be either an asset or drawback to your career success.

Personality Traits	Your Strongest	Ranking (1 = your strongest)
Adaptability		
Artistic		
Egotism		
Conformity		
Loyalty		
Objectivity		
Positivism		
Selfishness		
Conventional		
Selflessness		
Honesty		
Extroversion		
Moodiness		
Creativity		
Empathetic		
Enterprising		
Assertiveness		
Social		
Defensiveness		
Aggressiveness		
Risk taking		
Seriousness		
Tolerance		
Investigative		
Passiveness		
Impulsivity		
Realistic		
Persistence		
Confidence		

ACTIVITY 2.3

Identify Your Personality Traits

Progress Check Questions

1. Do you think your strongest personality traits are always an advantage to you? Why or why not?
2. How do you think your personality traits affect your career choice?

Real Life Stories

Lance Armstrong

Lance Armstrong’s extraordinary athletic career is an example of how one can draw upon strong personality traits to set ambitious goals and overcome potential obstacles that could prevent achieving those goals.

At age 22, Lance Armstrong became the youngest winner of the World Championships in bicycle road racing. He went on to break a record, winning the Tour de France for seven consecutive years, but every race he competed in did not always result in victory. For example, starting well in his first ever Tour de France, a 21-stage race, he won the eighth stage of the race, but later fell to sixty-second place and eventually pulled out.³

He came in last in his first professional event in Spain, rebounding two weeks later to finish second in a World Cup race in Zurich, Switzerland. When he was a runner up at the Tour du Pont, he continued to train hard for the next year’s event, which he won. Perhaps his most challenging situation was learning that he had cancer, which he thought would be terminal. After undergoing the rigorous medical procedures he needed to treat his illness, he did not give up his ambition to continue racing.⁴ Soon after completing his treatments, he went back to endurance training, cycling five days a week for two to five hours a day.

He attributes his continued success as a racer after overcoming his obstacle with cancer to his focus on continuing to work harder at training and never giving up on his belief that he could return to racing and experience new victories. Lance Armstrong’s story is filled with examples of personality traits that helped him stay focused on his goals and achieve success.

ACTIVITY 2.4

Develop Your Personality Traits

List five of the preceding personality traits you would like to develop, and write a goal to develop them.

Example	Plan
<i>Confidence</i>	<i>I will offer my opinions more often in class even when they are different from those of others.</i>
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____

³ “Lance Armstrong Biography.” (2009). Retrieved June 27, 2009 from www.biography.com/articles/Lance-Armstrong-9188901.

⁴ M. Hitti. (2005). “Inside Lance Armstrong’s Remarkable Success.” Retrieved June 27, 2009, from www.webmd.com/fitness-exercise/news/20050616/inside-lance-armstrongs-remarkable-success.

PERSONALITY AND YOUR CAREER CHOICE

The best way to understand the connection between your personality and your career choice is to complete an assessment, with the help of a career counselor, to see how closely your choice matches your personality.

The following examples show possible job matches for some personality types.

Artistic People who like to express themselves through work. These individuals prefer working with forms, design, colors, words, and patterns and mostly dislike structured tasks and rules.

Good Career Choices

Editor
Graphic designer
Drama teacher
Landscape architect
Producer

Conventional People who prefer rules, procedures, schedules, and instructions and pay attention to detail. These individuals enjoy working with data.

Good Career Choices

Accountant
Actuary
Building inspector
Cost estimator
Financial planner
Technical writer

Enterprising People who see the big picture are more likely to take risks and enjoy completing projects from beginning to end. These individuals are typically leaders.

Good Career Choices

Advertising sales agent
Financial officer
Management analyst
Program director
Sales representative
Sales manager

Investigative People who enjoy problem solving, pay attention to detail, and use logic more often than imagination when approaching their work. These individuals usually prefer to work alone.

Good Career Choices

Computer systems analyst
Librarian
Optometrist
Science teacher
Software engineer
Statistician



Realistic People who are hands-on, logical, and results driven. These individuals like finding solutions to problems.

Good Career Choices

- Diagnostic medical sonographer
- Electrician
- Highway patrol pilot
- Locksmith
- Engineer
- Orthodontist

Social People who enjoy working with and helping others. These individuals work well in teams or one-on-one and are usually good communicators.

Good Career Choices

- Family practitioner
- Personal coach
- Personal trainer
- Counselor
- Community service leader
- Teacher

These are just examples of how certain personality traits may match certain types of jobs.

There is a wide range of assessments available to you to help you better understand which careers may best match your personality type. Employers often use these assessments before hiring candidates to match the right person with the right job.

Personality assessments also provide helpful information for your career planning process. Some personality types are better suited for certain careers than others.

While there are certainly exceptions to general patterns, there are many examples of personality types that match well with certain types of jobs.

The Keirsey Temperament Sorter and the Myers-Briggs Type Indicator (MBTI) are two frequently used personality assessments.

Once you complete either assessment you can obtain a report that describes how your results relate to career paths that you might be well suited for. It can be fun to explore how your personality type matches your career interests. More importantly, having this information provides a solid foundation for your career planning and can help you feel more confident as you make your career decisions.

If you decide that you are interested in taking one of these assessments, be sure to work with a qualified professional who can help you through the process of taking the assessment and interpreting your results. Check with your career services department, or an instructor, for guidance on individuals at your school who may be qualified to administer and interpret the assessments. You may also consider working with a private career counselor.

In Chapter 5 you will become aware of career trends and major areas of projected job growth. The *Career Directions Handbook* contains detailed information on career paths and related jobs in a wide range of career fields. You can use the results of your assessment with the information in the *Career Directions Handbook* to research and consider career paths that might best match your personality.

2.5 YOUR SKILLS

Skills are abilities that have been acquired by training or experience. An ability is something you are able to do and is usually innate as opposed to learned. You can learn skills in the classroom, at work, or through a variety of life experiences. As you are career planning

and conducting a job search, you will want to focus on assessing how many skills you have developed that are important to employers. The most important workplace skills are technical and transferable or applied skills. Technical skills are the knowledge and capability to perform specific, operational tasks related to a job.

Applied or transferable skills are skills that can be transferred from one job to another. Your transferable skills will enable you to explore a wider variety of career choices and will help you stand out with employers whether you are applying for your first job, changing careers, or interested in career advancement. You should think about transferable skills as the key to career mobility throughout various phases of your career.

It is important to know your technical and applied/transferable skills as you build your career profile. You will refer back to the list of skills you identify for yourself when you write your resume, search for jobs online using key words, and communicate your strengths in an interview or cover letter. Skills may build throughout your career as you acquire more experience. Some skills you will use right away; some you will use in the future. The following are some examples of technical and applied/transferable skills.

Technical Skills

analyzing	calculating	devising	interpolating	tabulating
assembling	computing	drafting/drawing	operating	taking dictation
auditing	correlating	extrapolating	photocopying	transcribing
balancing	costing	forecasting	programming	typing
bookkeeping	designing	inspecting	repairing	word processing
budgeting				

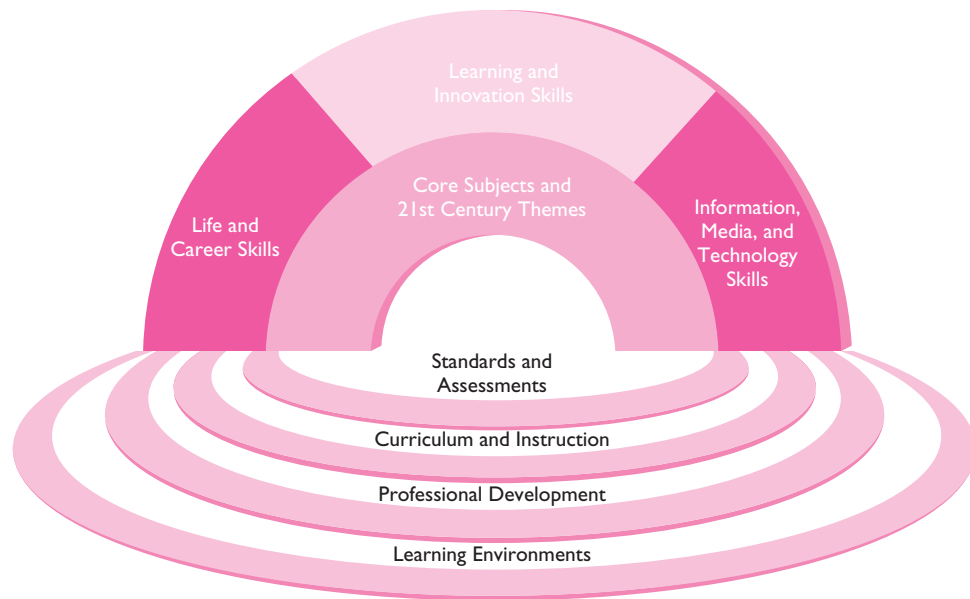
Transferable/Functional Skills

acknowledging	consolidating	endorsing	obtaining	recommending
administrating	consulting	establishing	organizing	recruiting
advising	contracting	evaluating	persuading	requesting
answering	controlling	executing	planning	responding
anticipating	cooperating	expediting	praising	scheduling
appraising	corroborating	explaining	preparing	selecting
arranging	counseling	facilitating	presenting	selling
assigning	deciding	following-up	prioritizing	summarizing
assuring	defending	improving	problem solving	supporting
authorizing	delegating	initiating	proposing	updating
collaborating	discussing	innovating	questioning	validating
communicating	disseminating	integrating	reassuring	writing
conferring				

21ST CENTURY SKILLS

The results of a study, conducted by four organizations with over 400 employers, provides relevant information about the key skills needed to succeed in the emerging, 21st century workplace. The four organizations that conducted the study include The Conference Board, Corporate Voices for Working Families, Partnership for 21st Century Skills, and the Society for Human Resource Management. The main summary of the findings indicate that, by far, employers rated applied/transferable skills as very important to career success, more than basic knowledge and technical skills. This does not mean the knowledge and technical skills are not important; it rather points to the fact that applied/transferable skills most enable workers to succeed in the global economic playing field in which U.S. companies compete.⁵

⁵ The Conference Board. (2009). Retrieved August 31, 2009, from www.conference-board.org/Publications/describes.cfm?id.

FIGURE 2.1**The Partnership for 21st Century Skills**

"Our nation's long-term ability to succeed in exporting to the growing global marketplace hinges on the abilities of today's students."

J. Willard Marriott, Jr., Chairman and CEO, Marriott International, Inc.⁶

NOTES**21st Century Applied/Transferable Skills**

Critical thinking/problem solving: Exercise sound reasoning and analytical thinking. Use knowledge, facts, and data to solve workplace problems. Apply math and science concepts to problem solving.

Oral communications: Articulate thoughts and ideas clearly. Have public speaking skills.

Written communications: Write memos, letters, and complex technical reports clearly and effectively.

Teamwork/collaboration: Build collaborative relationships with colleagues and customers. Be able to work with diverse teams. Negotiate and manage conflict.

Diversity: Learn from and work collaboratively with individuals representing diverse cultures, races, ages, gender, religions, lifestyles, and viewpoints.

Information technology application: Select and use appropriate technology to accomplish a given task. Apply computing skills to problem solving.

Leadership: Leverage the strengths of others to achieve common goals. Use interpersonal skills to coach and develop others.

Creativity/innovation: Demonstrate creativity and inventiveness at work. Integrate knowledge across different disciplines.

Lifelong learning/self-direction: Be able to continuously acquire new knowledge and skills, monitor one's own learning needs, and learn from one's mistakes.

Professionalism/work ethic: Demonstrate accountability and effective work habits, e.g., punctuality, working productively with others, time management, workload management.

Ethics/social responsibility: Demonstrate integrity and ethical behavior. Act responsibly with the interests of the larger community in mind.

⁶ Corporate Voices for Working Families. (July 2008). "Tomorrow's Workforce Ready or Not—It's a Choice the Business Community Must Make Now." Retrieved June 20, 2009, from www.cvworkingfamilies.org/system/files/2008WorkforceReadiness-ReadyorNot.pdf.

Emerging Content Areas

Health and wellness choices: Make appropriate choices concerning health and wellness, e.g., nutrition, stress reduction, work-life effectiveness.

Personal financial responsibility: Exercise personal financial responsibility, e.g., balancing a checkbook, budgeting skills, and retirement planning.

Entrepreneurial skills: Use entrepreneurial skills to enhance workplace productivity and create career options.

Economic issues: Understand economic issues and the role of business in the U.S. and global economy.

Globalization: Demonstrate understanding of global markets and the economic and cultural effects of globalization.

Informed citizenship: Participate effectively in community and government as an informed citizen.

Importance of non-English language skills: Use non-English language skills as a tool for understanding other nations, markets, and cultures.

The degree to which you have already developed many of the 21st century skills employers need depends on your age and the amount of experience you have had. Even if you are younger and have limited experience, you will find that you have applied many of the preceding skills to some degree. By completing the inventory of the following skills, you will recognize skills you have applied and target the skills you still need to develop.

ACTIVITY 2.5
21st Century Skills
Inventory

From the list of skills provided, give examples of times when you applied one or more applied skills.

Once you have written your examples, choose three to five applied skills you think you still need to develop. You will refer back to this list later in chapter 3 when you practice goal setting for self-improvement.

Skills	Examples of Times When You Applied These Skills
<i>Critical Thinking/Problem Solving</i>	
Exercised sound reasoning and analytical thinking to solve problems	_____
Applied math and science concepts to problem solving	_____
<i>Oral Communication</i>	
Articulated thoughts and ideas clearly and effectively	_____
Demonstrated public speaking skills	_____
<i>Written Communication</i>	
Wrote memos or letters clearly and effectively	_____
Wrote complex technical reports clearly and effectively	_____
<i>Teamwork/Collaboration</i>	
Built collaborative relationships with classmates, colleagues, or customers	_____
Worked with diverse teams	_____
<i>Diversity</i>	
Learned from and worked collaboratively with individuals representing different cultures, races, ages, gender, religions, lifestyles, and viewpoints	_____
<i>Information Technology Application</i>	
Selected and used appropriate technology to accomplish a given task	_____
Applied computing skills to problem solving	_____
<i>Leadership</i>	
Leveraged the strengths of others to achieve common goals	_____
Used interpersonal skills to coach and develop others	_____

Creativity/Innovation
 Demonstrated creativity and inventiveness _____
 Integrated knowledge across different disciplines _____

Lifelong Learning/Self-Direction
 Continuously acquire new knowledge and skills _____
 Monitor my own learning needs _____
 Learn from my mistakes _____

Professionalism/Work Ethic
 Demonstrated personal accountability _____
 Demonstrated effective work habits, e.g.,
 Punctuality _____
 Working productively with others _____
 Time management _____
 Workload management _____

Ethics/Social Responsibility
 Demonstrated integrity and ethical behavior _____
 Acted responsibly with the interest of the greater community in mind _____

Emerging Content Areas

Health and Wellness Choices
 Made appropriate choices concerning health and wellness, e.g.,
 Nutrition _____
 Exercise _____
 Stress reduction _____
 Work-life effectiveness _____

Personal Financial Responsibility
 Exercised personal financial responsibility, e.g.,
 Balancing a checkbook _____
 Budgeting skills _____
 Retirement planning _____

Entrepreneurial Skills
 Used entrepreneurial skills to enhance workplace productivity and create career options _____

Economic Issues
 Understand economic issues and the role of business in the U.S. and global economy _____

Globalization
 Demonstrated understanding of global markets and the cultural effects of globalization _____

Informed Citizenship
 Participated effectively in government and community as an informed citizen _____

Non-English language skills
 Used non-English language skills as a tool for understanding other nations, markets, and cultures _____

Go back and circle three to five of the applied skills and three emerging content areas you think you still need to develop.

21ST CENTURY SKILLS AND YOUR CAREER CHOICE

You may find that you are interested in a career that uses the skills you already have, or you may wish to develop new skills that will set you in a different career direction. For example, if you have good listening skills and interpersonal skills, you may have what

it takes to be a front desk manager at a hotel. You may learn specific computer skills for the hotel's reservation system. By combining the skills you already have and the ones you want to develop, you can begin to make yourself a stronger job candidate. If you are unsure about whether you will fit into a career field that interests you, remember there is a wide range of jobs that may suit you within each field.

If you tend to have many hands-on technical skills, such as programming or graphic design, you may enjoy a variety of positions in the technology industry. If you have great social skills, such as working well as a team member or teaching, and prefer using them on a daily basis, you may enjoy a job that focuses more on dealing with people. Within every career field, jobs range from high people orientation to high task orientation. The travel/tourism field is a good example. If you are in a travel/tourism program in school and you find that many of your good skills are interpersonal ones, you will probably enjoy a job as a tour escort, where you are dealing with people a lot. If you find your personal and technical skills to be stronger than your interpersonal skills, you may enjoy a job as a data analyst in the travel industry. The tour escort spends most of his or her time working with the public, individually and in groups, while the data analyst may independently review population trends in a city and write recommendations on whether or not to build a new hotel or restaurant there. Both jobs are in the travel/tourism industry, but each requires a different type of person.

Progress Check Questions

1. Which applied/transferable skills do you think are the most difficult to develop?
2. Which of the emerging content areas do you currently have under your control?

2.6 EMOTIONAL INTELLIGENCE

Emotional intelligence is your ability to identify, assess, and manage your emotions. An important part of your self-assessment is being aware of how your emotional intelligence impacts your career success. People who manage their emotional intelligence well are better able to work productively in teams, take a logical approach to problem solving, manage stress, and build positive relationships. Emotional intelligence is important to working with and managing a diverse workforce. While your emotional intelligence is influenced by your values, interests, and personality, it is your value system that primarily drives the behavior associated with emotional intelligence.

Assessing how you think about and react to a variety of situations can help you better understand your own emotional intelligence. Once you have an overall sense of your emotional intelligence, you can work on improving areas you need to develop to enhance your performance in the workplace.

Provide answers to each of the following questions.

1. How well do I take criticism?

2. How well do I communicate constructive criticism to others?

3. How well do I tolerate uncertainty?

4. Do I control my negative emotions well?

ACTIVITY 2.6

Understanding Your Emotional Intelligence

5. Am I open to suggestions from others?

6. Do I see opportunity in difficult situations?

7. Do I demonstrate confidence in most situations?

8. Am I dependable in an emergency?

9. Am I comfortable in most new situations?

10. Do I exercise self-discipline in most aspects of my life?

11. Can I usually control my anger?

12. How well do I deal with disappointment?

13. Am I concerned about disappointing others?

14. Do I think about the long-term consequences of my decisions and/or behavior?

15. Do I consider opinions that differ from mine when making decisions?

MANAGING YOUR EMOTIONAL INTELLIGENCE

Learning to manage your emotional intelligence may require lots of practice because it may require you to change the way you think and react to some situations on a daily basis.

Being aware of what you are feeling and thinking can help you control your emotions. Try to set aside some time each day to think about situations you are dealing with at work or home, and ask yourself the following questions:

What am I thinking right now?

What am I saying to myself?

What am I feeling about the situation? (e.g., am I excited, frustrated, unsure, angry?)

How am I feeling physically? (e.g., tired, hungry?)

By taking a pause before acting on a situation, you can better understand the emotions that might positively or negatively impact your behavior. Once you get into the habit of using this simple technique at the beginning or end of each day, you will become better able to apply this reflective process while you are actually in situations throughout the day which will improve your ability to exercise your emotional intelligence on a regular basis.

Progress Check Questions

1. In what kinds of situations do you need to manage your emotional intelligence the most?
2. Is there a time when your use of emotional intelligence determined a positive outcome for you?

The foundation of a successful career plan and job search is understanding who you are.

We have seen that there are a variety of self-assessment resources that you can use to gain a clearer picture of your likes and dislikes, strengths and weaknesses, and the careers you might best be suited for. By completing a number of activities to learn more about yourself, you have identified key characteristics that you can now use to determine your best career paths. You have seen how matching your values, interests, personality traits, and skills is key to your career success and satisfaction.

Your skills are integral to your ability to perform your job well. By exploring skills that range from technical to applied and transferable, you are better aware of how different types of skills contribute to your career growth. When you develop a wide range of skills, you expand your career choices and prepare yourself for career advancement opportunities and for changing your career, should you decide to do so. You should constantly assess your skills and set goals to improve them or learn new skills to ensure your skills are always relevant to changes in the job market. This is also one of the best ways to recession-proof your career during an unstable economy.

SELF ASSESSMENT AND CAREER DECISION MAKING

Take time to reflect on each of the following items based on the work you have completed in Chapter 2. Make two or three entries in each section that best represent you at the current time. This will be a start of your career profile that you should regularly review and update as your priorities change and you learn new skills. You can refer to your profile throughout various phases of your job search as you prepare your resume or prepare for a job interview.

MY CAREER PROFILE

My career goals: _____

My values: _____

My interests: _____

My personality traits: _____

My skills: _____



Goal Setting and Career Decision Making



After completing this chapter you will:

- 1 **Develop** your definition of career success
- 2 **Identify** and write goals for self-improvement
- 3 **Apply** career decision-making skills

Your career success will largely depend on your ability to reassess yourself on a continuous basis to evaluate your career progress and determine areas you still need to develop. However, simply being aware of areas to develop is not enough to achieve career success. Successful careers are built on setting goals and making effective career decisions on an ongoing basis.

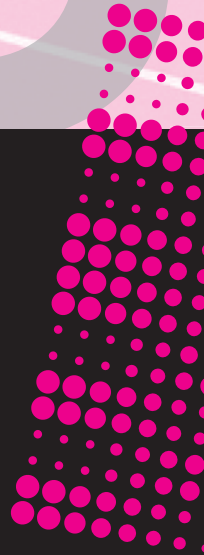
Your goals and decisions need to be directed toward your larger definition of what career success means to you. Career success means something different to everyone. Your personal definition will be influenced by your values, interests, personality traits, and skills. Your age, gender, or ethnicity may also play a role.

Once you personalize your vision of career success, you can set specific goals for self-improvement. The goal of your self-improvement plan should be to close any gaps between your qualifications and employers' expectations. Applying effective career decision-making skills will help keep you on track to reach your goals and achieve success. In this chapter, you will develop your own definition of career success, practice goal setting for self-improvement, and learn a process for making career decisions that you can practice with each career topic in this book now and throughout your career.

CASE STUDY

Derek was always interested in learning more about how Websites are developed and how they have emerged as such a powerful source of communication, education, and promotion throughout the world. While enrolled in a degree program for Web development, Derek spent his free time organizing events and programs to help educate low-income families about how to manage their personal finances. He enjoyed his community service work and often thought about establishing his own nonprofit organization to help educate more communities about how to become more self-sufficient. Derek grew up thinking that he would be a teacher, following in the footsteps of many members of his family.

learning outcomes



When he was close to graduation, he interviewed with several companies interested in graduates with his technological background and experience. Before interviewing, Derek decided to speak to a career counselor at his school about how to weigh his strong sense of service with his interest in Web development in his career decision.

His career counselor advised him to take a self-assessment test that might help him find out more about career choices that best fit his values, interests, and personality. Derek scored high in areas that matched a career in the technology field, though he also scored fairly high in some social service career areas. Derek's counselor explained that no career assessment can tell you all the careers for which you are best suited. She also explained that there is not a perfect occupation for everyone and that Derek's first career decision was not a career choice for life. In fact, she explained that most people change jobs five to seven times throughout their lives. Career assessment is a continuous process that does not stop with the first job.

After thinking through his options, he decided to start his career as a Web developer with a Fortune 500 company that offered a competitive salary and an opportunity for Derek to continue his education when he was ready. Part of the company's core values was service to the community. Employees were able to volunteer on behalf of the company, one day per month, with an organization of their choice. Derek decided that his short-term decision made the most sense. He was doing work he loved and was in an environment where he could learn and continue to develop his skills. He knew that by taking this route, he would one day have the financial resources to open his own business if he still wanted to and have enough financial security for his retirement down the road.

Discussion Questions

1. How did Derek's view of success influence his career choice?
2. Do you think Derek made the right choice? Why or why not?
3. Can you describe the career decision making skills Derek applied?

3.1 YOUR DEFINITION OF CAREER SUCCESS

Your career plan will be built on your personal definition of career success. Now that you have thought about your own values, interests, personality traits, and skills, you can better describe what career success means to you.

Over the years, your view of career success changes. Talk with some successful people, and ask them what their definition of career success was when they first started their careers. They might say something like:

“I'd like to be earning six figures at age 40.”

“I'd prefer to work independently, owning my own business.”

“I'd want to be able to afford a second home to enjoy more leisure time.”

“I'd like to be published in my field.”

Then ask if that definition of success has changed over the years. In almost all cases, the answer will be yes. People who are more established in their careers will probably give some very different answers. Some examples are:

“I'd like to balance my time with family, friends, and my career.”

“I'd like to be challenged in my work.”

“I am concerned about the legacy I will leave once I retire.”

“I'd enjoy mentoring others to reach their career goals.”

“I'd like to be debt free.”

The first group of responses tends to focus on achievement, status, and financial success. The second group of responses tends to focus on lifestyle, interesting work, and developing others. To get started, thinking about your own definition of success, think about some factors that influence individual definitions of success. For example, some research has shown that your age, gender, or ethnic background may influence your thinking.

CAREER SUCCESS AND AGE

Different age groups traditionally have varying viewpoints on career success. A look at how different generations think about success might help you develop your own definition of career success now and in the future. Review the basic profiles of four generations and then think about how each differs in their thinking about their career success.

NOTES

Four Generations in Today's Workforce

Millennials/Gen Y	Born after 1980 Emphasis on family and personal time over career ambition
Gen X	Born between 1965 and 1980 More concerned about work-life balance
Baby boomers	Born between 1946 and 1964 Heavy emphasis on work and climbing the corporate ladder
Veterans	Born before 1946 Work and family never meet

Veterans The career environment for these older workers was characterized by

1. Respect for authority
2. Discipline
3. Laddered career paths
4. Company loyalty

Career success for many in this generation was driven by achievement, status, financial comfort, and climbing the corporate ladder.

Baby Boomers The career environment for this generation is characterized by

1. “Workaholics”
2. Flexibility
3. Achievement
4. Focus on individual priorities

Career success for many baby boomers is driven by work as one’s identity, broader interests beyond work, achievement, and choice to climb the corporate ladder or lateral career advancement.

Gen Xers The career environment for this generation is characterized by

1. More work-life balance
2. Less formal work environments
3. Stronger relationships with coworkers
4. Workplace learning

Career success for this generation is driven by quality of life, valuing others, and learning new skills.



Gen Yers The career environment for this generation is characterized by

1. Autonomy
2. Flexibility
3. Stronger relationships at multiple levels at work
4. Customized career paths

Career success for this generation is driven by work-life balance, contributing to community, specialization, and entrepreneurship. Gen Yers rank their top work priorities as (1) the ability to realize their full potential, (2) working for an ethical organization, (3) performing interesting work, (4) making money, and (5) having good colleagues.

ACTIVITY 3.1 Career Success and Age

Write down three or four ways you think your age might influence your definition of career success now and in the future.

CAREER SUCCESS AND GENDER

Some men and women think differently about career success. Different priorities about personal values and lifestyle goals seem to be the biggest influences on how men and women might think differently about career success. One study revealed that mid-aged men tend to value achievement and material success higher than life balance or relationships.¹

One of their major priorities was to live without financial burden. Women valued life balance and relationships more than material success. In fact, only 3 in 20 women mentioned money as part of how they define success for themselves. Some women saw group achievement as more important than individual achievement, and most valued being recognized for what they accomplish at work very highly.²

Some of this is changing as more Gen X and Y women care more about income levels and opportunities for career advancement than those in previous generations.

ACTIVITY 3.2 Career Success and Gender

Write down three to four ways you think your gender might influence your definition of career success now and in the future.

¹ L. Dyke and A. Murphy. (September 1, 2006). "How we define success: A qualitative study of what matters most to women and men." Retrieved August 31, 2009, from www.accessmylibrary.com/article-1G1-157839547/we-define-success-qualitative.html.

² Ibid.

CAREER SUCCESS AND ETHNICITY

Some studies show that there is a difference between how people with different ethnic backgrounds think about career success. Your ethnic background and experiences can shape how you develop your career goals and envision personal and professional success.³

Two main influences are socioeconomic background and your comfort level with seeking help with setting and attaining your goals. For example, some ethnic groups have a greater frequency of individuals with higher socioeconomic backgrounds. This provides those groups the opportunity not to solely focus on the financial aspect of their career and choose work that interests them over work that simply pays more. Financial concerns are not the only factor that influences how different ethnic groups think about career success. Seeking help in setting and achieving career goals is important to career success. Some ethnic groups tend to initiate a request for help from a career counselor or mentor more often than others.

Write down three to four ways you think your ethnic background might influence your definition of career success now and in the future.

ACTIVITY 3.3

Career Success and Ethnicity

CAREER SUCCESS AND CAREER CHOICE

As you decide on the career you will pursue, think about how well it will allow you to meet your individual definition of success. For example, will it provide you the level of financial stability you are looking for? Will promotion eventually require a higher level of education than you are currently pursuing? Will it enable you to satisfactorily maintain your relationships with family and friends? Ultimately, you need to ask yourself if your career choice will allow you to have the overall lifestyle you want. A successful career helps you lead a successful life.

QUALITIES OF SUCCESSFUL PEOPLE

Some qualities of successful people include goal-orientation, positive attitude, risk-taking, enthusiasm, and self-motivation. Successful people share many characteristics. By having goals, they are able to take small successes and use them to build bigger successes in the future. Successful people make the most of their intelligence by drawing on the knowledge they have to solve problems, create and market products, and manage people and systems.

³ K. M. Perrone, W. E. Sedlacek, and C. M. Alexander. (December 2001). "Gender and ethnic differences in goal attainment." *Career Development Quarterly*. Retrieved from <http://jobfunctions.bnet.com/?tag=nav;bizLib>.



They have and use common sense. They are willing to explore new avenues of information. They are interested and interesting because they read extensively, listen well, and observe what is happening around them. They have ways of preventing disappointments and obstacles from becoming setbacks. Along with a positive attitude comes their ability to trust and believe in oneself and others. Successful people are good risk takers and are willing to accept failure as a learning experience.

Successful attitudes are built on enthusiasm and passion. Enthusiasm is the demonstration of a strong interest in something. It comes from within and has a strong effect on other people. Enthusiasm

lends credibility to what you do and results in your own satisfaction. It builds spirit around an idea and is a great foundation for creativity. A fantastic idea that is presented with little enthusiasm can be rejected in favor of another idea that is delivered more enthusiastically.

Successful people are usually highly motivated. Motivation is an inner drive that makes you act on something. Motivation makes you productive and allows you to work well independently. If you are motivated, you have a healthy interest in yourself. Motivation goes hand in hand with a love for what you do. All these qualities of success must come from within. They are in your control. They are not something anyone else can instill in you better than you can instill them in yourself. Above all, success is an attitude. It is your choice to respond to problems as opportunities and to see alternate routes to your goals when others see only a path with a dead end.

Your career plan should include your action plan for developing qualities of successful people.

Real Life Stories

Sonia Sotomayor

President Barack Obama nominated Sonia Sotomayor to the U.S. Supreme Court. She was born of Puerto Rican descent in the Bronx. Sotomayor was raised by her mother after her father died when she was only nine years old. Her father had a third grade education and did not speak English. After her father died, Justice Sotomayor became fluent in English. She was a good student with an excellent attendance record and also worked to support her own education. Justice Sotomayor worked at a retail store and then a hospital. Even though she was accepted to Princeton University, she struggled with her writing and vocabulary skills. She asked for help and worked with a teacher over the summer to improve her skills. This helped her increase her self-confidence.

When she attended law school, Justice Sotomayor was co-chair of a group for Latin, Asian, and Native American students. After law school, she held a variety of positions to build her credentials. Justice Sotomayor often talks about times throughout her career when she was challenged by what she considered to be stereotyping. Some expressed concern about her ability to render objective decisions without the influence of her ethnic background and experiences. She worked to overcome their objections openly by addressing these concerns directly in many

of her presentations, ensuring her commitment to bring an objective viewpoint to her work. Justice Sotomayor successfully addressed this question one more time during her confirmation hearings. In 2009, she went on to become the first Hispanic and the third woman to serve as a Supreme Court Justice.

Source: Accessed September 10, 2009 from http://www.whitehouse.gov/the_press_office/Background-on-Judge-Sonia-Sotomayor/.

Now that you are able to consider how age, gender, ethnicity, and qualities of successful people, may influence your own definition of career success, practice writing your personal career success statement. Because your definition of career success may still be developing and you may not be able to express your thoughts in a single statement, start by practicing two or three different statements that best express your thoughts at this time.

ACTIVITY 3.4

Your Career Success Statement

3.2 SETTING AND WRITING GOALS FOR SELF-IMPROVEMENT

Throughout this self-assessment process, you have identified your own values, interests, personality traits, skills, and ideas of success. You have also reviewed those qualifications that employers prefer when deciding to hire a candidate.

CHARACTERISTICS OF A GOAL

Before setting your goals for self-improvement, you should be aware of the basic characteristics of successful goals. Well-set goals provide the motivation, or drive, to produce top performance on a daily basis. This drive can come from having a clear direction toward something you are passionate about. As you achieve certain milestones, be sure to acknowledge your progress and reevaluate your goals. You will probably find that you are able to set new goals beyond what you originally thought was attainable once you see the results.

Goals are motivational. The way you express your goals can have a lot to do with how you feel about them. When goals are expressed by the positive outcome we are anticipating, we are better motivated to work toward the goal. The following example demonstrates how to express your goals with a vision of what the future will look like without emphasizing a current problem.

Desired Outcome

Having my bills paid every month
Building a healthy body

Emphasis on the Problem

Getting out of debt
Losing weight

Goals are based on desire and passion. Successful people are passionate about their career goals. To make your goals real to you, you should try to imagine the successful outcome of your work or actions.

A successful chef imagines how the dish being created will look and taste before it is prepared.

A successful athlete imagines winning the game before the game begins.

A successful Web developer imagines the look and functionality of a Website before it is developed.

Imagining success creates an emotional attachment to your goal. Desire and passion are important because they are just what you need to motivate you when you are having difficulty sticking to your goal.

Goals are specific. Your goals should be focused and clearly understood.

Goals are challenging. You should be able to grow, learn, and improve in achieving your goals.

Goals are realistic. Believing your goal is achievable builds commitment to achievement.

Goals are action-driven. Demonstrate specific examples that show how you plan to achieve your goals.

Goals are measurable. Create a plan for measuring your progress along the way.

Goals have milestones. Committing to a time frame for your goals to be accomplished is important to envisioning success.

It is important to know how to write effective goal statements. Writing effective goal statements will help you stay focused on achieving your goals because you will have a more specific road outlined for achieving your goal. Writing effective goal statements is also important when communicating your career goals to prospective employers.

The best way to learn to write effective career goals is to practice writing some using the SMART approach. The SMART approach to writing goals incorporates goals that are specific, measurable, achievable, realistic, and timely.

Before you practice how to write effective goal statements using the SMART approach, it might be useful to review some good goal statements compared to the vague statements that are commonly used.

NOTES		Sample Goal Statements
Vague Goal Statements	SMART Goal Statements	
1. I want to save my money.	1. I will save 10 percent of my income to pay for my professional certification test to be taken next spring.	
2. I want to be happy with my job.	2. By January, I will have my resume updated with the eight transferable skills from my current job with the goal of having a new job by April.	
3. I want to work for a progressive company.	3. I want to work for a company that has customized career paths that will allow me to move to a senior financial analyst's position in five years.	
4. I want to find an internship in my field.	4. I want a teaching internship to earn the 13.5 credits I need to qualify me for my student teaching by September.	
5. I want to improve my skills.	5. I have registered for a six-week course in public speaking to learn how to present at my first management meeting in 8 weeks.	
6. I want a raise.	6. I will ask for an 8 percent increase during my performance review based on the 10 percent increase in sales I led over the last six months.	

- | | |
|--|---|
| 7. I want to start my own company. | 7. My first financial services business will open in January and by June we will have \$200,000 in profits. |
| 8. I want work-life balance. | 8. My wife and I will dine at home four nights per week and I will play basketball one night a week with my son. |
| 9. I want a job using my education and experience. | 9. I only apply for jobs that require an Associates Degree in Health Services and hospital volunteer experience. |
| 10. I want to improve my appearance for my next job interview. | 10. I will lose 5 pounds in the next 6 weeks to be better prepared to present a professional appearance during my five interviews scheduled at Career Conference. |

Review each of the following general goals. For each of these goals, create a SMART goal statement.

1. I will find a part-time job.

2. I will stick to my budget.

3. I will join a club.

4. I will learn a new language.

5. I will study harder.

6. I will learn to swim.

7. I will win my next race.

8. I will do volunteer work.

9. I will work with my career counselor.

10. I will graduate.

ACTIVITY 3.5
Practice Writing SMART Goal Statements

NOTES SMART Goals Worksheet

Goal _____

Today's Date _____ Target Date _____ Start Date _____

Date Achieved _____

Specific: Are your goals focused and clearly understood?

Measurable: How will you know when you have reached your goal?

Achievable: Is achieving this goal realistic?

Will it take much effort?
 Will it take extraordinary commitment?
 Do you have the resources to achieve the goal?
 If not, how will you get them?
Realistic: Why is this goal important to you?
Timely: When will it be achieved?

ACTIVITY 3.6
Write Three Goals

Using the SMART approach to writing goal statements, practice writing three goals important to you now and three future goals.

Choose from the gaps you identified in values, interests, personality traits, skills, education, or experience and set goals for self-improvement. When you use the SMART method, you will include actionable steps and timetables that describe how you intend to reach your goal. Write three goals important to you now.

1. _____
 2. _____
 3. _____

Write three future goals.

1. _____
 2. _____
 3. _____

Making progress toward your goals is an ongoing process. When you think you are getting stuck, take time to evaluate what you perceive as obstacles that could stop you from reaching your goal. There are many reasons why people don't reach their goals. By being aware of some, you can plan not to let any setbacks stop your progress. Some ways to stay on track include the following:

- Break larger goals into manageable chunks.
- Take the first step, and then plan the next step.
- Believe that your goals are nonnegotiable.
- Create a daily routine that you can stick to.
- Fit new goals into your current lifestyle; don't try to change everything.
- Have patience with yourself.
- Don't try to do too much too soon.
- Have a plan to get back on track when setbacks happen.
- Keep your goals at the top of your mind.
- Reassess your goals.

.....
Progress Check Questions

1. How often do you set and review your goals?
 2. Can you give an example of when you overcame an obstacle to achieving a goal to use as a future reference when an important goal is difficult to achieve?
-

3.3 CAREER DECISION-MAKING SKILLS

Developing good career decision-making skills is important because when you take the time to think through your career decisions carefully, you have a greater chance of being more successful and satisfied with your career. By learning the process of making good career decisions you will be able to apply it many times in your career.

Start by better understanding the basics of the decision-making process and then applying that process to decisions about your career. Decision making is the result of a mental process leading to the selection of a course of action among a number of alternatives or choices. The alternatives you choose will be based on your values and preferences. When you follow a good decision-making process, you are better able to decide which alternatives have the greatest probability of success and best fit your goals, values, and lifestyle. It is important to realize that very few, if any, decisions are certain. But a good decision-making process will minimize most uncertainty.

The following discusses two different approaches to consider as good decision-making processes.

APPROACH 1 TO DECISION MAKING

1. Set a goal or reason for the decision.
2. Get the facts.
3. Establish criteria.
4. Develop alternatives.
5. Make the decision.

Prior to beginning any decision-making process, you should review, in your own mind, why the decision you are making is important to you. Most major decisions can have long-term consequences, so you want to make sure that the decision you make is purposeful in your life. For example, the reason for making an important financial decision may be to ensure that you will have enough funds to support yourself in your retirement.

It is important to get as many facts as possible that are important to your decision. You need to take into consideration that the decision-making environment may be such that you don't have all the information you want available to you at the time of your decision. This is when you need to weigh the risk of making the decision with the information you have. For example, if you want to save your money for retirement in a particular type of savings account or investment fund, you probably will not know what the actual value of your money will be over time because you cannot precisely predict the ups and downs of the financial market over the years. You can, however, obtain expert advice on expected trends and make a reasonable decision knowing there will be some uncertainty in the outcome. In this case, you use information to minimize the risk of the outcome of your decision.

It is important to identify any criteria you have for the decision you are making. The criteria are the characteristics or requirements that each alternative must possess to some degree in your opinion. An example of a criteria in your job search might be salary. Some job offers may meet your salary requirement, but not your choice of location or position. Location and position can impact your salary. If you have selected salary as a criteria for your decision on a job offer, then you are deciding to be more flexible with location and the type of position. It does not mean that it is not possible to have all three preferences available to you at the time of your job offer, but it does mean that if all three preferences are not available to you at the time, you will be prepared to base your decision on the salary.

Once you have set your goal and established your criteria, you will be able to explore alternatives that you are willing to consider as you make your decision. The alternatives that you choose should be those that have the greatest possibility for success and best fit your goals, lifestyle, and values. Each alternative will probably have advantages and disadvantages.

Once you think through the possible outcomes of each of your alternatives, you should feel better prepared to make a good decision. Going through this type of decision-making

process will increase your confidence in the decisions you make and increase your chances of your decision leading to a successful outcome.

APPROACH 2 TO DECISION MAKING

Another way to approach making your decisions is to ask yourself a series of questions about the decision you are making. By doing so, you create a plan for making the most informed decision you can.

1. What am I trying to decide?

Example: "I want to decide between applying for a position as a teacher or as a training assistant with a company."

2. What do I need to know?

Example: "I need to know several things about both positions before I am able to decide including:

Current job market

Typical level of education required

How my skills match the job requirements"

3. Why do I need to know it?

Example: "I need to know if the job market is better for one job so that I can position myself for a successful outcome of my job search."

4. How will it help me make a more informed decision?

Example: "By knowing the preferred education for different levels of these positions, I will know whether or not I will need to further my education or need additional training."

5. Why do I need to know it now?

Example: "I need to know if my skills match those required by the positions now, so that I will know if these are jobs that I qualify for now or will qualify for in the future once I have gained more experience or furthered my education."

6. How can I obtain what I need to know?

People

Example: "Are there people that I can observe, interview, or network with to obtain the information I am looking for?"

Experience

Example: "Will my internship, community service experience, or part-time job help me learn more about how my education and skills match the job requirements?"

Research

Example: "What Websites, trade journals, or professional associations are available to me to find more information?"

7. Who are my best resources for the information I need?

Example: "Is my teacher, coworker, spouse, parent, career counselor, or current employer the best resource for me right now to discuss the information I need?"

8. Why do I think they are the right resources?

Example: "My teacher and career counselor can advise me on the best match for my skills and education required. My employer can provide detailed information on career paths for training assistants."

Progress Check Questions

1. What do you think is the best career decision you have made to date?
 2. What is the next career decision you think you will need to make?
-

Because self-assessment and career planning are continuous processes, you have learned the importance of knowing how to make good career decisions and set career goals periodically. By practicing career decision-making skills you can apply the process over and over again as you need to at any point in your career. You will also find that you write and rewrite your goals as often as you make new career decisions.

You have learned the 21st century skills that employers have identified as important to go beyond the traditional technical and transferable skills to include important life skills such as managing your health and wellness. In Chapter 4, you will explore how to manage these important life skills that are important to both your personal life and your career. For example, you will learn time and stress management skills. You will further build your career profile to include a review of your education and training and your experiences.

GOAL SETTING AND CAREER DECISION MAKING

Based on what you learned about the career decision-making process in this chapter, choose a career decision you are currently trying to make and practice the decision-making process by answering each of the following questions:

1. What am I trying to decide?

2. What do I need to know?

3. Why do I need to know it?

4. How will it help me make a more informed decision?

5. Why do I need to know it now?

6. How can I obtain what I need to know?

People _____

Experience _____

Research _____

7. Who are the best resources for the information I need?

8. Why do I think they are my best resources?
