



Career Development Network **JOURNAL**

Serving Career Development Professionals Since 1979

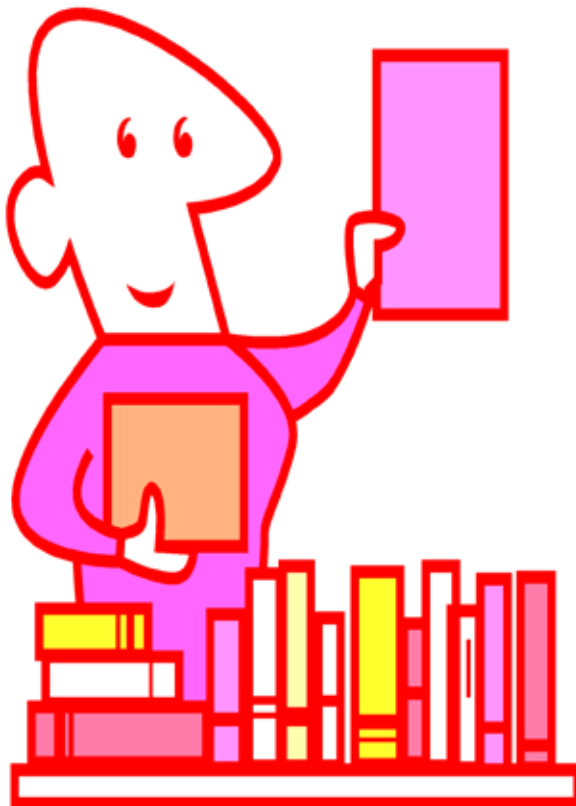
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Fall 2019

Book Reviews 2019

Maggi Kirkbride, Book Reviews Editor



**Career
Planning**

**Succeeding
at Work**

**The New,
Emerging,
and Changing
Workplace**

CAREER DEVELOPMENT NETWORK JOURNAL

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Foreword

Looking Back and Ahead with the Journal

After 20 years, Steven Beasley will be stepping down from his role as Journal Managing Editor. We appreciate Steven's many past contributions and his offer to edit special issues in the future.

Following are issues planned for the future:

International Applications of Cognitive Information Processing.

Guest Editor is Debra Osborn, PhD, Florida State University.

Vintage Workers.

Guest editor is Melissa Venable, PhD, of South Carolina.

Social Recruiting, Personal Search Engine Optimization, and Personal Online Reputation Management, Version 2.0.

Guest Editor is Susan P. Joyce, PhD, of Massachusetts.

Preparing military veterans to overcome employment problems.

Guest Editor is Ben Noah, PhD, of Texas.

Dick Knowdell will be leaving his role as Executive Director in 2020 and will coordinate the Journal Special Issues until a new Managing Editor comes onboard.

Our new Executive Director will be:

Vera V. Chapman, Ph.D.
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Introduction

INTRODUCTION TO THIS ISSUE

Just when you think there can't be another new book about work, workers and workplaces, 2019 gives us dozens. Many of the recent books are about workplaces all around the globe; how they are changing, expanding and contracting, organizing, digitizing, corrupting, and more. There are also new books about how individuals choose and find their work, upskill, reinvent themselves, cope with layoffs and unemployment, retire or don't, and much more.

In this issue of the Career Development Network Journal we have reviews of books about career planning, succeeding at work, and changing workplaces. A few books are suitable for graduate-level counseling courses, and a few books are just right for curling up and reading on a rainy or snowy afternoon.

A big thanks goes to the reviewers for this issue. They are the "consummate professionals" we hear about: they know what they're doing and why, they value their professional development, and they volunteer to share by mentoring, writing, and book reviewing.

Steven Beasley, our Managing Editor (now Emeritus), deserves our heartfelt thanks for his commitment to our work providing professional career services. We are fortunate to have him encouraging us to learn through books what is new, important and relevant. The reviews in this Journal are grouped by chapters. Each review within a chapter is organized around a common theme and it uses the following pattern:

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

Each review is followed by contact information for the reviewer. Feel free to engage with our reviewers. We are all fortunate to be able to learn and grow together.

Maggi Kirkbride, MEd, book reviews editor, is one of those older workers who isn't retiring. After a career path that was both long and winding, but always about workers and workplaces, she is now focused on writing and editing business books, especially books about workers and workplaces. Contact her as follows:

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Chapter 1

CAREER PLANNING

A Comprehensive Guide to Career Assessment (7th Edition) by Kevin Stoltz and Susan Barclay, Eds. 2019. National Career Development Association, Broken Arrow, OK.

The purpose of this book is to provide foundational information about assessment issues, along with practice and research, and to provide a review of selected instruments.

The book itself contains two major parts. The first part is a section with content the editors and authors determined to be foundational information on career assessment. The second part is a selection of career assessment instrument reviews. Two additional parts are available to readers who purchase the online version/subscription. (More on that later.)

Part I, Foundations in Career Assessment, includes six chapters. The first chapter, History and Uses of Career Assessment is a review of the emergence and evolution of career development. This includes the historical and political content of career and vocational development, the career education period, the life design period which encompasses workforce development, persons with disabilities, and use of technology.

Chapter 2, Career Assessment: Perspectives on Trends and Issues, suggests that career assessment is generally considered part of the career counseling process and not a separate disconnected activity. The authors specify that career assessment is and must evolve along with the growing changes in the nature of work, the increasing importance of the knowledge economy, and the need for lifelong learning. It was stated that measuring such constructs as aptitude for teamwork, creativity, and comfort with cultural diversity are needed in this new world-of-work.

Chapter 3, Computer-Assisted Career Assessment, focuses on the ethical use of computer-assisted assessment, and that computer delivered assessment development should follow the same psychometric procedures as other instruments, and that users must adhere to the same standards in test selection, use, and interpretation. The benefits and limitations of these assessments are noted.

Chapter 4, Multicultural Considerations in Career Assessment, recognizes the growing diversity in institutions and workplaces and that users must exercise caution in using assessments with individuals and groups for whom the assessment may not be appropriate due to cultural, language, and other factors.

Chapter 5, Selecting and Understanding Career Assessment, lists the factors that should be considered in selecting an assessment, including technical factors such as reliability, validity, and norms.

Chapter 6, Tests Administration, Interpretation and Communication of Results, discusses these issues within the integrative model of career counseling. Case examples are provided. The remainder of the print version of the book includes reviews of fourteen qualitative instruments, three quantitative instruments, seven research instruments and three open-source instruments. The reviews generally contain an overview or description of the instrument, a literature review, technical information and considerations, use and interpretation, and a general evaluation of the instrument.

Parts II and III of this book are found online only.

Part II, Applied Career Assessment, includes seven chapters focusing on specific audiences of use including K-12, higher education, workforce and human resources, private practice, program evaluation, public policy and advocacy, and mental health.

Part III, Global Perspectives on Career Assessment, focuses on assessment in Asia, Australia, Canada, Europe, Latin America, the Middle East, and South Africa.

This book contains highly referenced information in each chapter, and well-documented historical context of assessment through time, the evolving world of work, and assessment issues in an increasing cultural, ethnic and racially diverse society. The content and writing style suggests that counselor educators and graduate students would be the most likely beneficiaries.

The additional use of assessments in specific contexts such as K-12, higher education, and private practice might be of additional use to those who purchase the annual subscription to the website. The same can be said for individuals who are interested in assessment in a particular geographical area.

It is unclear, and actually confusing, why some chapters and some instruments are included in the book and others not, and why some instruments are included in both the online and print versions. I could not find a rationale for inclusion or exclusion. At the current writing of this, the online version does not have many more extensive reviews than the book. Due to the nature of the search process, I was not able to accurately count how many more reviews were included.

The editors suggest that more will eventually be added, although no timeline is given.

The search process seems a bit peculiar. As an example, searching for ability brought up a list of irrelevant items such as vocational preference, occupational stress, and workstyle instruments. I was disappointed that the book, particularly the foundational chapters and the actual reviews, do not seem to target general career practitioners, coaches, and other users who may not have extensive backgrounds in assessment, but are active users. The print book of around four hundred pages is available for \$75 for association members and \$99 for non-members. The online portion with additional chapters and reviews (but not including most of the content of the print version) sells for \$125 (annually) for non-members and \$60 (annually) for members. Potential purchasers of this Guide will need to determine if there is sufficient benefit to pay an annual fee for the information provided, and even if the print version is important for one's personal library.

Reviewed by **Dr. Janet Wall**, Founder of CEUonestop.com and Career Planning Academy, Arlington, VA. She can be contacted at careerfacilitator@janetwall.net or through her LinkedIn profile at [linkedin.com/in/careerfacilitator](https://www.linkedin.com/in/careerfacilitator).

A Field Guide for Career Practitioners: Helping Clients Create Their Next Move
by Jim Peacock. 2019. Indie Author Books, Thomaston, Maine.

The title of this book pretty much provides the purpose of the book. Its goal is to help career practitioners improve what we do when working with our clients and inspire us to continue to learn and become better career practitioners.

This book has ten chapters with the first seven providing the author’s approach to working with clients. The next two are about the career practitioner, and the last one details how to start your own private practice. The book is written in a casual tone which helps you to relate to the content and feel as if Mr. Peacock is talking directly to you.

The content covered in the first seven chapters includes: helping clients to change their mindset, embracing intentional serendipity, helping clients define and articulate their skills, sending your message on LinkedIn, why networking is about relationship building, honoring all career pathways and the importance of the conversation you have with your client.

Chapter One explores ways that we can help our clients change their mindsets when it comes to their careers. Helping them understand that developing their skills can happen in many different roles, encouraging them to be open to possibilities and guiding them to think long-term about their future, are all relevant to this topic. Another key element in this chapter is teaching clients to accept why we all need to “fail forward – learn from your mistakes and don’t be afraid to try something new again.”

Chapter Two focuses on the author’s philosophy of intentional serendipity. He explains that it means “taking action and being open to discovering something by accident.” He provides seven tips for working with undecided students and recommendations for helping your clients to create luck through action.

Chapter Seven discusses elements of the conversation we have with the client. “According to brain-based research ... the goal of the career coach is to talk about twenty percent of the time.” Our role is to nudge the client and ask questions that will help them reveal answers that are relevant to them.

The last three chapters are about the career practitioner. According to the author, “These two chapters (8 & 9) speak to my belief that we must constantly be learning, and that we need to take care of ourselves so that we can then support and assist our clients.” Because he gets so many questions about starting a private practice, the author devoted the last chapter to sharing his tips on this topic.

Chapter Eight introduces a topic for personal self-care that is very relevant. “Mindfulness is deliberately paying full attention to what is happening around you and within you.” The author provides a couple of reasons why we should practice mindfulness and find a way to slow down each day.

The best audience for this book is a career professional. Whether you're a new or experienced career coach, a career counselor or a career practitioner you will benefit from reading this book and taking action to improve your ability as a career practitioner.

Each chapter contains "Coaching in Action" boxes which relate stories of clients that the author has experienced. It is helpful to have the content demonstrated in actual situations. He also uses metaphors such as "Career decision-making is like a 1,000-piece puzzle with a number of pieces missing." These metaphors can help clients understand what you are encouraging them to do. For another example, Peacock relates career decision-making to hiking through mountains and the many decisions that must be made.

There are several topics covered in this book that will be very useful in your practice. How many of us have been influenced by chance events at some point in our lives? Learning how to encourage students to create these events can change their lives exponentially. Teaching clients to embrace failure can have a significant impact on their future. Helping clients to realize that all career pathways are honorable and can open doors for them that they may never have considered. And, of course, the three chapters that are devoted to the career practitioner are very significant. If we don't take care of ourselves and continue our professional growth, we won't be able to help our clients on their pathway.

As mentioned previously, the author's goal in writing this book is to help us improve and become better career practitioners. And, as he states in the Epilogue, "As you improve, you advance our entire profession."

Overall, I found this book to be very helpful to career practitioners. I particularly liked the author's coverage of intentional serendipity and his tips on how to encourage it in our clients, and how to use failure as tool for growth.

There are frequent personal references that help readers to relate to the topic, although they often refer you to websites or articles that the author has written so you have to go outside of the book to reference them.

Since this book is only one-hundred pages in length, it's a quick and easy read. Because of its brevity, it may not cover every topic related to our work as a career practitioner, but it does cover enough to be useful. I would highly recommend this book.

Reviewed by **Shirley Rowe**, M.Ed., GCDF-I, CCSP, Trainer and Counselor at Front Rowe Consulting, San Antonio, TX. She can be contacted at www.linkedin.com/in/shirleyrowe or shirleyrowe3930@gmail.com

***Career Development and Planning: A Comprehensive Approach (6th edition)* by Robert C. Reardon, Ph.D., Janet G. Lenz, Ph.D., Gary W. Peterson, Ph.D., and James P. Sampson, Jr., Ph.D. 2019. Kendall Hunt Publishers, Dubuque, IA.**

This in-depth manual is for serious career exploration. Its academic approach is a comprehensive textbook for career counselors and college students, but can certainly help job seekers in work-force development, such as career changers or unemployed persons. This book's stated purpose is to improve the quality of your Personal Career Theory (PCT) for making career decisions. Including many tables, graphs, and lists, this book helps readers explore themselves, the global economy, and the implementation of a strategic career plan. No stone is left unturned.

Know yourself, your values, interests and skills before diving into "careering." Behavioral theories are cited throughout, and each chapter has a list of references for further exploration.

Know all your options. Understand effective decision making with the Communication, Analysis, Synthesis, Valuing, and Execution (CASVE) Cycle. Discussing your CASVE with another person may help you gain insights into strengths and weaknesses in decision-making.

How has the world changed? How will it change and impact your Personal Career Theory?

This book explores career decision-making from every angle. The authors want the readers to re-frame their career metacognitions (awareness and understanding of one's own thought processes) before identifying potential industries and occupations.

Recognize your personality type using the RIASEC paradigm developed by John Holland: are you realistic, investigative, artistic, social, enterprising, and/or conventional? The same RIASEC typology is applied to work environments, so the student can match them up.

Tables illustrate the twenty fastest growing occupations requiring a bachelor's degree and other key labor market statistics. Population, leisure, and global trends are examined as are organizational cultures. In this newest edition, gender roles, stress, sexual harassment, and family dynamics are factored into your PCT.

It seems like many facets of the book will address any and all readers and their unique situations. However, wading through 253 pages of texts and diagrams, then a glossary, worksheets, and guides, is daunting.

Still, very useful guides on resume writing, career field analysis and good decision making make this book incredibly practical. It makes a great course for a semester-long undergraduate or unemployment seminar. The book has been tested in a university setting since 1974, and an instructor's manual is available with PowerPoint slides. (Acronym lovers will enjoy this book!)

Career counselors of all types will benefit from this book. Once you know your audience and their needs, finding useful information may take a while, but it will be worth it. Critiquing each other's resumes or reading and discussing case studies can help students and job seekers of all

ages in their quest. There is even a Strategic Academic/Career Planning Project activity that culminates the course: Each student submits a formal paper following specific academic style guidelines.

As a former director of job training programs for high school graduates as well as for older unemployed MA residents, I can see this book's usefulness and practicality. Group activities as well as individual counseling activities are all here. If someone is negotiating a salary, interviewing, or evaluating a job offer, excellent advice is at your fingertips. There are hundreds of links to organizations and career professionals scattered throughout the book.

I found this book very thorough and academic, informative and dense but interesting. Encouraging readers to develop their own PCT will be helpful and time consuming. It is not a light read.

I found the history of a "career" fascinating since the authors take us through the hundred years a career even became a thing. The use of instruments and devices (wheels, pyramids, lists) can be used as class exercises. In addition to CASVE, and RIASEC, the CIP (cognitive information processing) Pyramid of Information-Processing Domains is explored to help the reader to improve the quality of their PCT for making career decisions. This book requires dedication.

The authors do not mention how climate change or population disparities (the haves vs. the have-nots) will impact career development and planning, so a seventh edition may be in the works. If your audience is focused on an employment campaign, this book will provide insights and exercises from which to pick and choose.

Reviewed by **Connie Phillips**, Academic Specialist, Northeastern University College of Professional Studies, Boston, MA. <https://www.linkedin.com/in/conniephillips1/>

Purpose and a Paycheck: Finding Meaning, Money and Happiness in the Second Half of Life,
by Chris Farrell. Harper Collins Leadership, USA.

The purpose of this book is to encourage the aging workforce (fifty-plus) to be optimistic about their future to make a living through retirement years as a result of several advantages they may not realize, such as: extensive workforce experience becoming more valuable to employers today, the ease of starting a new career or becoming an entrepreneur due to extensive resources available for support, and turning hobbies or interests into money-making ventures.

The book is quasi-inspirational in that it provides plenty of factual information about laws and statistics regarding ageism in the workforce, yet it entertains and motivates readers. It has stories of successful entrepreneurs catching their “second wind” in their 50s, 60s and 70s to earn a living with a purposeful career, or retirees re-entering the workforce with specialized skills, abilities and work ethics needed by employers today. The author covers laws such as the ADEA and EEOC with examples of various scenarios where age discrimination subtly exists. For example, an electronic application process that does not provide a selection of a graduation date beyond a certain year, making a point that age discrimination may still exist. But there is plenty of hope for overcoming this and other obstacles and demonstrating the worth of a seasoned and experienced veteran of the workforce.

The author encourages those in their second half of life to be creative in their career aspirations. Many of these examples include retirees who are creating their own businesses from hobbies they had for years while working in their career, or those pursuing a totally different career from their former professional life. In the latter case, this interest may occur spontaneously such as from a desire to assist others in something they have experienced personally. Examples include making decisions regarding retirement benefits, or from an interest they developed in art or writing.

The author provides true stories of inspiration such as Laura Ingalls Wilder who didn’t start writing until she was 57, and after overcoming rejection she was finally published when she was 65. We all know how this success story ends with books and ultimately a TV series titled Little House on the Prairie.

Norman McClean’s story is also inspiring. He wrote the book *A River Runs Through It* when he was 74 and it ultimately became a movie of the same name starring a young Brad Pitt. Additionally, there is much advice shared throughout the book on how to live financially comfortable in our golden years with opportunities such as going into business with older children, or sharing a household and helping with daycare and living expenses in a multigenerational living environment.

The author educates his readers on how generations have changed through the years, and now that we are living and staying healthier longer than before there is no reason to give up on dreams and ambitions because of age. The numerous examples from real success stories throughout the book are truly relatable and inspirational.

Purpose and a Paycheck: Finding Meaning, Money and Happiness in the Second Half of Life is a great book for post-retirement advisors and career counselors helping those later in life who have come to realize that traditional retirement is not an option. Whether for financial reasons or because we want to remain purposeful in our work and life, the author helps us see the benefits of continued employment.

We learn from the text that the economy has not been financially favorable to the future for those in their 50s and beyond. As a result, the author prepares readers to realize they may likely need to continue to earn money in their later years. Therefore, he encourages us to re-imagine our future and to overcome the idea of not just working to live, but to thrive psychologically, emotionally and socially as we continue to seek out ways to stay financially healthy in our golden years. Farrell encourages us to discover what inspires us and to use these interests and talents in our second half of life to earn money. The examples and stories provided by the author cover many types of scenarios and circumstances that everyone can relate to. It is very easy to identify with the subjects of his examples as his illustrations seem to fit every category of lifestyle and career transition.

After reading this book, I personally have challenged myself to find out what makes me excited to get up in the morning...what do I want to do most as I start my day. As I have taken this personal assessment, the results paint a picture of a much different career path than I have ever had as a practitioner and professor of human resources. Through the inspiring stories and examples the author includes, there is encouragement and hope for the future for those seeking to continue to work as long as possible instead of retiring.

As I approach my late fifties this book has inspired me to think differently about what I will be doing to make a living in a few years – and I am excited about the possibilities!

Reviewed by **MeLisa Rogers**, PhD. Professor of Human Resources and Performance Improvement Coach and Consultant, Ultimate Career, Midwest USA. She can be contacted at <https://www.linkedin.com/in/melisarogersultimatecareer/>

Chapter 2

SUCCEEDING AT WORK

Always Eat Left-Handed: And Other Secrets for Killing It at Work and in Real Life,
by Rohit Bhargava. 2018. Ideapress Publishing, USA.

Always Eat Left Handed provides a “collection of approachable ideas” for college students and early career professionals to help them think, work, communicate, and connect better.

This book is organized into four sections titled: Think Better, Work Better, Communicate Better, and Connect Better. Originally available as a free e-book, this expanded print version has four very short chapters covering the “secrets” Bhargava shares from his fifteen years of working with some of the “biggest companies in the world on branding and marketing, then walking away to start three successful businesses, write four best-selling books, travel to over thirty countries as a professional speaker, and work with some of the most inspiring and successful people in the world.”

Each of the chapters has a provocative title related to the advice or secret offered. A sampling includes: “Ignore Your Job,” “Make People Cry,” “Be a Cross Dresser” and “Procrastinate More.”

In an effort to relate to younger readers, the tone is very informal. The book covers fifteen “simple but useful ideas,” such as “always eat left-handed,” which helped the author become a better listener at networking events. Each of the secrets is shared through a personal story with advice for how to put that idea or secret to work.

The author frames his advice as sharing “the opposite of what your parents, teachers and professors and bosses have probably been telling you for years.” He acknowledges right up front that his ideas will confuse some people and make others angry.

One of the author’s unconventional ideas is to start smoking as a way to learn from people who smoke. The author relates a time when he did this with a strict promise to himself to quit smoking after thirty days. During those “smoke breaks” he made important professional connections. While this worked for him, Bhargava acknowledges his advice is really about making symbolic (and sometimes risky) choices in order to control your own destiny.

Behind the provocative chapter titles this book offers some basic advice that would be useful for college students or others early in their career. For example, the chapter titled “Ignore Your Job” is about making the most of your time at work and going above and beyond your job description. Bhargava makes the point that, “Your job description is not a finish line, it is a starting point.”

Bhargava suggests re-writing your job description, eliminating what you feel you shouldn't be doing and including more of what you would like to be doing. Then using that as a starting point to discuss your role with your supervisor. That's solid advice as long as the individual is experienced enough to do this in a way that comes across as adding value to the organization, rather than as presenting an unrealistic demand.

None of the advice will be new to career services professionals. Because the book is very short and laid out with ample white space, it might appeal to clients who want something easy to skim. However, readers need to be savvy enough to read between the lines, and not get drawn into the provocative phrases, but rather dig deeper to get to the common-sense part of what the book offers.

Bhargava's use of advice called "secrets" felt gimmicky to me. While there were bits of solid advice buried under the catchy prose, not all readers will be sophisticated enough to realize that advice such as "smoking to get to know co-workers" is not a wise approach, even on a temporary basis. As someone who has worked with students of all backgrounds in both two-year and four-year college settings, I can imagine some readers taking parts of his advice literally, and finding themselves doing more damage than good to their careers and/or lives.

There's nothing unique about the (sometimes useful) advice offered in *Always Eat Left Handed*, nor is it particularly well-written. There are many books to choose from which provide guidance on establishing and distinguishing oneself in work and life. Additionally, I think too much copy was devoted to reminding the reader about the accomplishments of the author. I wouldn't recommend this book.

Reviewed by **Linda N. Arra**, MEd, Licensed Professional Counselor, Career Counselor and Job Search Coach, Easton, PA. Contact her at [*LindaArraCoaching@gmail.com*](mailto:LindaArraCoaching@gmail.com) or Psychology Today Directory [*https://www.psychologytoday.com/us/therapists*](https://www.psychologytoday.com/us/therapists).

***Blind Spots: What You Don't Know CAN Hurt You*, by Brian Brandt and Ashley Kutach. 2019. Core Insights, Tyler, Texas, USA**

Blind Spots: What You Don't Know CAN Hurt You, by first-time authors Brian Brandt and Ashley Kutach, is a book that provides concrete information to enhance the reader's leadership skills quickly and efficiently. Both authors are seasoned motivators and presenters with the goal of assisting others to transform their lives and reach their personal and professional goals. The intended audience for Blind Spots is anyone who feels they are not achieving their aspirations and reaching their full potential.

Blind Spots is easy to read and full of helpful information and relevant stories from real people who have worked with Brandt and Kutach over the course of their careers. To get the most out of this book, the authors recommend reading the book with the mindset of applying what you learn to your own personal and professional life. Then reflect on what you learned in each chapter using discussion questions and challenges meant to move readers forward in identifying blind spots that may prevent us from reaching our potential, limit our professional growth, or negatively influence personal relationships. Finally, the authors urge readers to learn by engaging in a book discussion group or having a mentor to hold the individual accountable for the actions and challenges at the end of each chapter.

The book consists of ten chapters that demonstrate in easily relatable stories the definition of a blind spot and how these blind spots adversely affect our relationships and prevent us from achieving our full potential in both our personal and professional lives. Each chapter ends with the same two sections, personal reflection and group discussion. In the personal reflection section, readers are asked to identify and contemplate situations in their own lives that match the chapter topic. This section also presents the reader with personal challenges to implement what they have learned concerning their own blind spots.

Brandt and Kutach define blind spots as something – anything – that we don't know about ourselves. Blind spots can be negative or positive, but we tend to overlook or ignore those negative traits and it can lead to issues with achieving our goals.

Using a Johari Window, readers are asked to use a list of fifty-six adjectives to fill in the window in four categories: 1) Known to Self and Known to Others; 2) Unknown to Self and Known to Others; 3) Known to Self and Unknown to Others; and 4) Unknown to Self and Unknown to Others.

Using the valuable information developed through the Johari Window, Brandt and Kutach provide additional information. This leads readers through a step-by-step process that comes clearer in chapters on lost opportunities, stereotypes, honest self-reflection, overcoming excuses that prevent effective action, and making new habits permanent. The stories and examples are relatable and effective in making the points the authors use to move readers toward identifying and overcoming our own blind spots.

There are several areas of especially useful information in this book. For example, using the Jo-

hari Window and its four quadrants and categories to identify blind spots is helpful. Category 1 is open, these are things everyone knows about you! Category 2 identifies blind spots, what others know but you do not! Category 3, also known as hidden, are the traits and information we know about ourselves that are unknown to others. Category 4 is the unknown quadrant, we don't know it about ourselves and others don't know it either. This short exercise is a great way to start the process of identifying and overcoming blind spots.

Career services professionals will likely find the format of each chapter to be useful in working with specific clients or groups. Each chapter ends with a section for personal reflection and discussion questions, so this book is a great resource leading to individual self-knowledge and development. It can be adapted easily for one-on-one interactions with clients or in a group setting for discussion, self-reflection, and interpretation.

I found this book to be informational and relatable. The stories shared by Brandt and Kutach individually set the stage for each chapter and encourage readers to continue their growth, whether in their personal or professional lives. I noticed in reading for this review that one thing I missed, a blind spot for me, was sharing my growth with a mentor to hold me accountable. The book is formatted so that readers are encouraged to work with a mentor or set up a book discussion group.

I can see Blind Spots being used with professionals at all levels, including those who are just starting their careers, and others who are established but seem to have hit a wall in growth and accomplishments. As a career counselor in a university, I think this book would work exceptionally well with students who are about to start their professional lives. It is a great place to start conversations about professionalism, collaboration, and development.

As an avid reader of books for career professionals, I found Blind Spots to be clear, concise, and valid. I enjoyed the real-life stories and think that Brandt and Kutach hit upon a great format for challenging readers to effectively put their new knowledge to work!

Reviewed by **Donna Srader**, Assistant Director-Student Development, Texas Tech University Career Center, Lubbock, Texas. She can be contacted at www.careercenter.ttu.edu.

***Digital Minimalism: Choosing a Focused Life in a Noisy World*, by Cal Newport. 2019. Penguin/Random House LLC, New York, NY.**

This book is for anyone faced with the challenges from technology who needs a thoughtful method for deciding what tools to use for what purposes, and under what conditions. The goal of this book is digital minimalism to combat over-dependence on technology which causes stress, exhaustion, and burnout, and impacts our ability to communicate face-to-face with individuals. This book is divided into two parts. Part One describes the philosophical underpinnings of digital minimalism starting with a closer examination of the forces that are making so many people's digital lives increasingly intolerable.

Newport defines digital minimalism as a philosophy of technology use where you focus your on-line time on a small number of carefully and optimized activities that strongly support what you value, and happily miss out on everything else. Newport argues for why this is the right solution. Part One concludes with introducing Newport's philosophy of digital declutter which transforms our relationships with technology. This process has three steps:

- Step One is to define our technology rules. This consists of defining which technology is optional.
- Step Two requires us to step away from optional online activities for thirty days. During this period we wean ourselves from the cycles of addiction which many digital tools can instill. We begin to rediscover analog activities that provide us with deeper satisfaction, such as talking and walking with friends in person, reading books, and connecting with nature.
- Step Three is to reintroduce technology by carefully examining what supports our important values. These intentional activities will become the core of our online life. "Declutter" acts as a jarring reset.

Part Two of the book examines ideas that will help cultivate a digital minimalism lifestyle. Some of the issues examined are the importance of solitude, and the necessity of cultivating high quality leisure to replace time that was dedicated to excessive use of technology. Another important concept is "attention resistance" which is a loosely organized movement of individuals using high tech tools and strict operating procedures to extract value from products of the digital attention economy while avoiding compulsive usage.

Newport stresses spending time alone because we get the opportunity to deeply consider our thoughts regarding decision-making and problem-solving. He cautions against solitude deprivation where there is little or no time alone with our thoughts. Spending time in nature or a remote cabin sets the right environment. Leaving the phone at home to disconnect from technology helps us recharge.

Newport suggests more face-to-face conversations with people, and having conversations at work. Joining the attention resistance means using social media under strict guidelines to avoid the compulsive behaviors of being addicted to technology. Newport stresses reclaiming leisure

time using the following three leisure lessons:

Leisure Lesson One is to prioritize demanding activity over passive activity. Do something. For example, an activity where there are skills used to create something of value, like making a table out of a pile of wood.

Leisure Lesson Two is to use mental or physical skills in passive activities such as playing a board game like chess in person with other people.

Leisure Lesson Three is to seek activities requiring real-world, structured social interactions like book clubs and group travel experiences.

Digital Minimalism can benefit most everyone. For example, it will assist college graduates and employment seekers to effectively use face-to-face communication to conduct successful employment searches, as well as to more effectively manage their careers. It will assist career counselors to work with their clients more effectively in face-to-face situations.

The most helpful information for readers and career services professionals is Newport's "Digital Declutter Process" consisting of taking a thirty-day break from optional technologies; exploring and rediscovering activities and behaviors that are satisfying and meaningful; and at the end of the thirty-day break reintroducing optional technologies into your life starting from a blank slate. Newport's book brings to light a very serious issue with technology. It has taken over our lives and is controlling our lives by destroying innovation and creativity. Newport has laid out a specific strategy in the book for all of us to gain back control of our lives and not let technology control our lives.

Newport has included the Digital Declutter Process which is key to minimalizing technology. He also gives us strategies to help us start communicating face-to-face with more people. From my own experience, technology has taken too much control of my life, professionally and personally. I am convinced we all need to take a step back and apply the Digital Declutter Process to reclaim our lives and sanity.

Reviewed by **Bruce Bloom**, President/Founder, Career Consulting Services, career management consultant, speaker, writer, and researcher.

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iGen: Why Today's Super Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy and Comfortable, and Completely Unprepared for Adulthood, by Jean M. Twenge, PhD. 2017. ATRIA-Simon Shuster Inc, New York, NY.

This book is for anyone interacting with the first generation that grew up with technology that influenced them socially, psychologically, sociologically, and politically. Born after 1994, the iGens came after Millennials, and they are the first generation with constant availability of internet access and smart phones.

This book has ten chapters and corresponding, detailed Appendices which reference studies and statistics examining iGens and comparing them to other generations.

Twenge identified ten trends shaping iGens:

1. In No Hurry: Extending childhood into adolescence
2. Internet: The time they are really spending on their phones and what that replaced
3. In Person No More: The decline of face to face social interaction
4. Insecure: The sharp rise in mental health issues
5. Irreligious: The decline in religion and spirituality
6. Insulated But Not Intrinsic: Interest in safety and decline in civic involvement
7. Income Insecurity: New attitudes toward work, consumerism, savings
8. Indefinite: New attitudes toward sex, relationships, and children
9. Inclusive: Acceptance and inclusive, free speech
10. Independent: Political views

There is an iGen Quiz that helps readers see ways they resemble and don't resemble iGens. This will help in adjusting teaching, coaching and counseling strategies to help iGens succeed.

Dr. Twenge combined academic research (her own and others') to document the ten trends that describe iGens. She included her face-to-face casual conversations with iGens from elementary and high school and college who shared their perspectives. The iGens, at 74 million Americans, comprise twenty-four percent of the population. They cannot be overlooked or dismissed for their youth.

This book has a striking balance of academic and personal conversations. I would have liked to see more information on iGens interactions with career services professionals, plus school and work recruiters. Additional conversations with employers about their employment experiences with iGens would be valuable for career counselors. Perhaps as iGens gain more experience in the workforce there will be future studies examining these topics in more detail showing how these trends are developing.

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***No Hard Feelings: The Secret Power of Embracing Emotions at Work*, by Liz Fosslien and Mollie West Duffy. 2019. Portfolio/Penguin, New York, NY.**

Since collaboration and open communication are key aspects of modern workplaces, this book brings readers to an understanding of the boundaries of professionalism and how emotion fits into work interactions and situations.

This book is a lively and clever packaging of concepts of emotional intelligence and interpersonal dynamics, based on advice for navigating work life as a "human being, not a robot" and allowing what you feel to support, rather than sabotage, your career. Eight fast-reading chapters written in an informal, accessible style cover a wide range of concepts from communication styles, to health and well-being, to teamwork, leadership and decision-making. The authors, both in their early thirties, wrote the book based on their own first-job experiences: "When we started our first jobs, we thought professionals did not fail, did not fuss, and certainly did not feel."

One of the authors quit her first job in economic consulting due to stress and dissatisfaction, eventually working at Starbucks to pay bills. The other burned out quickly in an early-career role in an anxiety-laden startup work environment. Their shared experiences around not being fully prepared for their workplaces and the behavior of colleagues led them to gather advice and resources for others who might find work to be an "emotional minefield." Their goal is for readers to realize it's okay to be authentic and true to feelings at work, which will lead to understanding both self and colleagues better, and perhaps contribute to overall workplace success.

From the first pages of this book the tone is conversational, positive and encouraging, with witty illustrations providing levity. (My favorite illustration from the book is labeled: "How to Make a Mountain Out of a Molehill.") This book is a fairly quick read, easy to pick up and put down, and it could be fully comprehended in just a few hours' time. The organization of short chapters divided into multiple mini-sections (which are sometimes just half a page), lists of takeaway key points, summaries of dos and don'ts, and 'flash versions' of key concepts all make this easy content to consume. There is a great deal of summarizing of other books/sources/research, but also many first-person anecdotes from the authors and others.

Key content takeaways are about being willing to give and receive feedback, communication and conflict, understanding the perspective of others, and being able to articulate personal motivation, as well as those things that demotivate at work.

If you regularly advise or coach people who are entering work, or those who are contemplating or experiencing a career transition, this book provides a good introductory overview of concepts of emotional intelligence and can supplement the longstanding skills, strengths, and values resources we have used for decades in career counseling work.

Besides serving as a good refresher/reminder of emotional intelligence concepts for career professionals, this book could also be read in its entirety as part of a career development course, or select chapters and concepts could be shared with small group seminars or in one-on-one advising, especially in conversations around self-awareness and understanding workplace culture. It is

probably most useful for counselors/advisors in a university or educational setting, but it might also be helpful for advising older/more experienced clients who are experiencing workplace tension or unhappiness.

The short quizzes throughout the book, and even some of the witty illustrations, can be easily recreated on slides and discussed with groups and individual clients.

The book's accompanying website provides "Practical Guides," which are available-to-copy handouts on Getting Feedback, Giving Feedback, Decision Making and Difficult Conversations.

Because I am not great at graphic design, I absolutely love these handouts and use them regularly in educational workshops with graduate students and faculty members.

Anyone with at least a few years of working experience probably already knows about or has personally experienced situations that reflect the book's topics, so for seasoned professionals this book will not provide new knowledge. It does, however, package and present emotional intelligence concepts in an amusing easy-to-understand manner.

This book will be most useful in working with a Millennial and Generation Z clientele, a group that seems to be challenged by in-person communication and has yet to experience extensive collaboration and teamwork situations because of their newness to the world or work.

This is a book I wish I had written myself. As an avowed optimist, I really enjoyed reading it because of the positive encouraging tone, and immediately used concepts and resources in my own career advising work with students. There is not another book quite like this out there, so it's certainly unique, and its accessibility makes it easy to recommend to my population of graduate students with limited work exposure.

Those who are looking to delve deeply into emotional intelligence topics will not enjoy this. None of the concepts is explored even to the level of a TED talk. While there's an excellent bibliography, the target audience is recent grads, not academics or workplace learning professionals.

Reviewed by **Natalie Lundsteen**, PhD, Assistant Dean for Career and Professional Development, The University of Texas Southwestern Medical Center, Dallas, Texas, USA. She can be contacted at <https://www.linkedin.com/in/natalielundsteen/>

Switchers: How Smart Professionals Change Careers and Seize Success, by Dawn Graham. 2018. AMACOM, New York, NY.

This book addresses the unique needs and job search challenges of career changers by providing an understanding of the art and science of job search. The author’s experiences as a psychologist, former recruiter and career coach gives career changers the tools to land the position they desire, even if they are not traditional candidates. Graham provides simple strategies for reaching decision-makers and securing the desired job.

This book is divided into five parts: Choose Your Switch; Clarify Your Plan A; Craft Your Brand Value Proposition; Create Ambassadors; Keep the Ball in Your Court.

There is a Career Switch Tolerance Questionnaire to help determine if a career switch is a good idea at this time. It is followed by a useful Career Switch Road Map consisting of four R’s: Responsibility, Reality, Risk, Resilience.

Responsibility. Engage your job search by adopting an internal “locus of control.” This is the psychological term describing how people view their circumstances and take responsibility for their actions, how they believe they have some control over outcomes, are proactive, and determined to find ways around obstacles.

Reality. People who are successful are grounded in the real world and they find creative ways to secure employment.

Risk. There are no guarantees in a career switch. Seeking employment is ambiguous and anxiety-provoking, and it causes people to stay outside their comfort zones. The best rewards usually come from the greatest risks. Graham urges switchers to look for themes and patterns so they can recognize when they are rationalizing or making excuses for not doing something.

Resilience. The switch of switchers involves a series of human interactions that culminate in an offer, or rejection. This process is rarely logical or linear and it consists of bias assumptions, complexity, and rejection. What differentiates successful candidates is understanding the psychology behind the job search process while being agile enough to engage personal strengths to overcome obstacles. Career management is a fluid and ongoing process that includes regular networking and brand-building, gaining of new skills and experiences, and continuously evaluating the employment market to ensure the switcher’s value is not being compromised.

Graham describes four types of switchers by degree of difficulty so job seekers can create a strategy that is most likely to be successful. These types of switchers are:

Least Challenging	Non-Switcher-Traditional Candidate
Moderately Challenging	Single Switcher-Industry
Very Challenging	Single Switcher-Function
Extremely Challenging	Double Switcher-Function and Industry

Switchers may find it necessary to rebrand themselves because of changes in the employment market, among other reasons. Graham discusses the importance of having a written brand statement that will be delivered verbally. She details five steps for crafting a new brand:

1. Know your goal and your audience's pain points
2. Know your product (you)
3. Know your differentiation, your unique selling point setting you apart from the competition
4. Identify your brand value proposition, i.e., how you will resolve your audience's pain points
5. Test and evaluate to insure others clearly understand your brand value proposition

According to Graham, when a company identifies a market need and decides to make a hire they evaluate the What, How and Why. "What" is a person's ability to perform the work; "How" is a person's fit with the company or department; and "Why" is their motivation to pursue the job.

Successful switchers network through exchanging mutually beneficial information, ideas and resources. It is important to network at social events and at professional organization meetings and conferences. According to Graham it is also useful to create ambassadors who know you, your skills, values, and abilities. Your ambassadors can talk about you and recommend you within their networks.

"GLIDE Questions" help with keeping networking on track and also turn your contacts into your ambassadors:

- G Get information helpful to your job exploration, especially what is not online
- L Lead into interesting conversation between you and the contact to build the relationship
- I Insert information from your contact's knowledge that shows you did your homework
- D Demonstrate market or industry knowledge showing you have done your homework
- E Express a skill or expertise relevant to the role you are targeting in the company

There are other acronyms, such as one for the interview question, "Tell me about yourself" (RMRC), and one that is recommended for answering behavioral interview questions (SOART). "Switch Points" after each chapter sum up the key points for switchers to focus on.

Graham's book is one of the few career management books focusing on individuals making career transitions (switchers). Her main focus is on the psychological issues of making a transition. Many books do not cover this topic in any depth.

The exercises and acronyms of this book provide valuable focus about specific aspects of job search and making career changes. This book has information targeted to the job search of career switchers and it will be valuable to them, as well as to the professionals who advise them.

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

The Mayo Clinic Guide to Stress-Free Living, by Amit Sood, M.D., M.Sc. 2013. Da Capo Press, Boston, Massachusetts.

The Mayo Clinic Guide to Stress-Free Living presents the basics of stress and its effect on the brain and mind, along with a set of skills that with effective practice can lead to living a more meaningful life, which includes both work and career aspects.

Stress is everywhere in the lives and work of career services professionals and their students and clients. How can we manage it all? This book provides a self-paced guide to the Stress-Free Living Program, developed by the author, Amit Sood, through his work with Mayo Clinic.

Sood's tone is authoritative, but approachable and encouraging. He shares relatable stories and scenarios throughout the book that help to give relevance to often-complex concepts in a wide range of contexts, from work settings to personal relationships.

The guide is organized in ten parts, each with several chapters. Part 1, "The Brain and the Mind" addresses both physiology and cognition to provide an awareness of how we process thoughts and experiences. Parts 2 and 3 explore "Attention Training" and "Refining Interpretations," expanding on contributing factors of how we handle stressful situations, such as fatigue, bias, distraction, and habit.

Parts 4 through 8 outline the five main principles of the program, presented as skills that everyone can develop in their day-to-day lives to not only manage stress, but also "help you flow with adversity and conserve your resources, marshaling them to change the things you can." These principles include gratitude, compassion, acceptance, higher meaning, and forgiveness. Each section is comprised of three chapters exploring what each skill is, why practicing the skill is important, and strategies for implementing practice of each skill in your life and work.

The remaining parts of the book focus on building community (or "Tribe") and "Relaxation and Reflection." Effective communication strategies and examples are presented with a focus on how our interactions with others impact our overall well-being. The importance of relaxation to the mind-body connection is also introduced, with practical exercises for getting started with effective techniques, including multiple types of meditation.

The career practitioner's role may begin with employment-related topics, but often expands to include working with a variety of stress-related factors impacting a student's or client's career development and planning. Sood shares that "stress comes in three flavors ... [it] can be good, bad, or ugly." From major life events, such as starting or losing a job, to the "daily annoyances, pooled together, sting[ing] us like an army of furious fire ants," the author presents a wide range of stressors that any reader might face in a busy, modern life.

How can career services professionals help with these stressors? Having an awareness of the causes of stress and the effects of prolonged exposure is a starting point. Setting realistic expectations for what we can and can't change is also important.

This book includes activities for putting the concepts into practice, such as exercises, checklists, and probing questions. These could be incorporated into an individual appointment or group session discussion.

Several sections of the book address career and employment directly. Chapter 20, “How to Find Life’s Higher Meaning,” begins with “meaningful work.” Work values are incorporated here through discussion of seeing work as a calling and identifying what is most meaningful to you. Chapters 24 and 25, “Your Tribe,” explore relationships, including those that come through building a professional network. A gardening metaphor is used to describe the creation and maintenance of a healthy community or network, i.e., seeding, watering and weeding. The author’s background, working with the Mayo Clinic in roles that include Professor of Medicine and Chair of the Mayo Mind Body Medicine Initiative, establishes his expertise in the field of stress management.

Sood’s writing reflects his combined experiences as a physician, researcher, and educator, and includes reflection of the successes and challenges faced in his own work and life. The result is a book that offers both scientific insight and applicable strategies related to stress management. He doesn’t write down to the reader, but instead joins us in the struggle to reduce stress and lead a more meaningful life.

While this book’s title might be perceived as “self-help” or simplistic in some way, it belies the seriousness of the content and the sincerity of the effort needed to put the Stress-Free Living Program into action. Faith and spirituality are also mentioned, however this is not a religious guide or a call to religious practice. Readers are provided with the background and tools necessary to adopt the program’s components in ways that are attainable and relevant to their lives. Physical and mental health and wellness are at the core of the message.

Reviewed by **Melissa A. Venable**, PhD, Writer/Instructional Designer/Career Coach – Design Doc LLC. She can be contacted at <https://www.linkedin.com/in/melissavenable/>.

***The Proximity Principle*, by Ken Coleman. 2019. Ramsey Press, Brentwood, Tennessee, USA.**

This book provides readers at any stage of their careers with a strategy that will lead them to doing the work they love.

The Proximity Principle, as defined by Coleman, is simple:

“The right people + The right places = Opportunities”

Broadly translated, “In order to do what you want to do, you have to be around people who are doing it, in places where it’s happening.”

The book is organized into three main sections: The People, The Places and The Practices (or, “You have to do something to make it happen”).

There are five categories of People – professors, professionals, mentors, peers and producers. Each is discussed in its own chapter describing who they are and why they are important.

This is followed by identifying five Places – the place where you are, a place to learn, a place to practice, a place to perform and a place to grow. Similarly, each place has its own chapter, describing what it is and why it is important.

Finally, there are four Practices, each of which notably starts with a verb that prompts action. The Practices are creating a web of connections, making your connections count, seizing the opportunity and adopting a proximity mind-set.

Through a series of short “stories” Coleman sets up each point he wants to make and provides a motivational scenario for the reader. Some of the stories are about famous people, and others are about everyday people he met through his work or his life. Most of the stories start with the subject’s challenge or obstacle and end with a significant success. The story illustrates a point which is then driven home with a memorable statement, the kind of affirmation that can be written on a sticky note and posted somewhere as a regular reminder of its importance. For example,

“You’ll climb faster and farther by surrounding yourself with people who are focused, driven and motivated to reach their own goals.”

“Relying on feedback to practice and improve isn’t just for rookies.”

“It takes a lot of hard work to appear effortless.”

Each chapter is a stepping-stone to the next. Chapters end with a summary of two or three things to do (some with subcategories) to move through the step that was described in the chapter. These are specific “to-dos” to help the reader accomplish the goal. The book ends with encouragement to the readers to “press on” through fear and setbacks in the journey to reach their full potentials.

The audience for this book spans across individual job seekers, people who want to advance or accelerate their careers, career counselors/coaches and post-retirement advisors. Career advisors find that career strategy and networking are key to their work with clients, and these are two of the important themes of this book.

Strategy: While nearly everyone has heard that “if you follow your dream, the money (or whatever) will follow,” this book provides a more realistic view of dream chasing. While defining and going after dreams is central to Coleman’s message, it is tempered with reminders of the baby steps and hard work that are necessary to achieve the end goal. It provides guidance to career advisors in adding realism to the process and increasing the probability of their clients’ successes as they create career strategies.

Networking: It is now conventional wisdom among career advisors that networking is an essential tool in job search and in managing careers. Networks need to be developed strategically and continuously. Yet, even with – or perhaps because of – that perspective, networking remains vague and scary for many clients. And, they get stuck. This book provides an engaging, easy to grasp, easy-to-implement framework, and steps for getting unstuck. It is a kind of “silver bullet” for taking on the challenge, and for ultimately making networking an integral part of life.

As one of Dave Ramsey’s success coaches and a Ramsey “Personality,” Ken Coleman has attracted a national audience through his affiliation with the Ramsey brand. Typical of their products, this book is a fast and easy read following the principles of motivational speaking and writing. It is written for a broad audience and, except for Dave’s Forward, stays clear of evangelical Christian overtones.

Most people reading this book will find it either turns on a lightbulb or it is too simplistic. The material is not new and there are too many stories. The less you already know, the more impactful the content. What makes this book unique and exceptionally useful for everyone is the idea – proximity – that creates an actionable organizing concept. This concept, which initially drew me to the book, captures an entire paradigm, and the book will undoubtedly be one of my continuing resources.

Reviewed by **Paula Asinof**, Principal & Founder, Yellow Brick Path Career Management Coaching & Consulting. She can be contacted at www.yellowbrickpath.com.

Chapter 3

THE NEW, EMERGING, CHANGING WORKPLACE

The Importance of Work in an Age of Uncertainty: The Eroding Work Experience in America, by David L. Blustein. 2019. New York: Oxford University Press.

Powerful, thoughtful writing says something about the soul of its author. Such is the case in the most recent book by David Blustein entitled *The Importance of Work in an Age of Uncertainty: The Eroding Work Experience in America*. This may well be the best piece of writing in Blustein's career thus far, with both head and heart deeply embedded in its text. This endeavor centers on the voices of individuals interviewed by the author and the research team at the Boston College Working Project (BCWP).

The personal stories of Blustein and others provide a foundation of lived experience for the significant case he makes. The objective in writing this book is clearly fulfilled, as readers gain a better understanding of how people are being impacted by work in an era where uncertainty and anxiety reign. This is not a book of definite, clear-cut answers or solutions but rather a thoughtful, well-constructed case of the current state of the world of work and a framework for how to face its critical issues.

Blustein's audience is essentially anyone interested in the rapid changes and inequalities in the world of work. This of course includes economists, academics, organizational psychologists and other consultants, public policy professionals, as well as individuals in relevant leadership roles and across various levels of higher education.

Blustein structures his message by making a case for the significance of a topic with support from professional literature. Each chapter includes

- the voices of individual clients from the BCWP to emphasize his points
- a psychological view of the main topic
- a concluding thought on how we might better address the related challenges.

Blustein's topics are approached and built upon a Psychology of Working framework. They cover areas such as

- the fundamental role of work in survival
- work as a means of achieving a sense of power, of allowing an individual to establish social connections and to make a societal contribution, and to ultimately engage in self-determination
- unemployment and its impact on the psychological wellbeing of individuals
- the intersection of relationships and work, (of particularly note: care-giving)
- oppression and harassment - two of the most significant barriers faced by some workers.

A strength of this book, beyond the topics themselves, is how Blustein boldly takes on so many significant issues faced by some workers. His earnest and informed perspective is quite powerful in addressing these issues and others raised in weaving in his own work, as well as the work of other scholars. Issues related to social class, race, gender, sexual orientation, disability, age, etc., take center stage as, in spite of every positive effort, oppression, marginalization, and harassment persist in the workplace.

The author also provides an excellent historical overview of how our awareness of the significance of relationships in our lives has emerged over time. Most certainly some of this very history proved significant in the development of Blustein's own Relational Theory of Working. The discussion here rolls through critical topics such as relationships that involve significant power differentials, the struggles of balancing work and family responsibilities including caregiving, the internalization of relationships, and, finally, the value of networking and the instrumental support provided by others in our lives.

Blustein devotes significant discussion to being without work, providing an excellent overview of unemployment and its impact on the psychological well-being of individuals dealing with unemployment. This section of the book also gives the reader a detailed view of what a job search might look like for someone dealing with long term unemployment.

Blustein also provides comments from clients he and his colleagues interviewed in their work with the Boston College Working Project, related to what society might need to do in trying to address the challenges of unemployment, assisting those in need in finding suitable, stable employment.

In his final chapter, Blustein addresses the necessity of being able to work with dignity and creating opportunities for those in need of work. He notes that the arrival of precarious work has short-circuited any sense of security, joy, or meaningfulness for some workers, leading them perhaps to search for meaning in places in their lives outside of work. Unpredictability, inequality, loss of one's personal dreams, and managing the stress and despair of the current world of work round out a list of challenges individuals face.

A far too-easy, yet obvious critique of this book is that some might find it highly idealistic with its possibilities too far out of bounds for the world we live in (and its related present political, economical and educational system). However, professionals who believe it is time to turn attention toward those at the heart of any economy, namely those who are doing the majority of its work, will want to read this book.

Offering suggestions from the personal to a more macro level, Blustein's *The Importance of Work* illuminates a most ambitious, progressive pathway forward with his familiar bold intelligence and compassion. It may well signal the dawn of a new age of work.

Thanks to David Blustein, hope awaits in those first few steps ahead.

Reviewed by **William C. Briddick**, Associate Professor of Counseling and Human Development teaching in the Counseling and Human Resource Development program at South Dakota State University. He can be reached at *chris.briddick@sdstate.edu*

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The Inside Gig, by Edie Goldberg, PhD, and Kelley Steven-Waiss. 2020. LifeTree Media Ltd. USA.

The Inside Gig, a model for talent operations within a company, presents the rationale, the model, and its implementation in developing a new way for companies to organize.
“*This book is a guide to one path to take in, as we like to say, tiptoeing into the future of work.*”

This model recalls the emergence of contract workers throughout the industrialized world who choose the kind of work they would like to do and the skills and interests which they most desire to use. However, the difference as signaled by the book’s title, is that these workers are allowed to work different “gigs” within their organization.

The adaptability of today’s organizations has become essential for their survival. So it is most timely for companies to have this new talent-operations model which describes how to survive and prosper through a change process.

The model itself incorporates application of important organization change principles and case examples which show how well the process works with real-world companies.

The book also gives a valuable chapter on how to implement the model in a company, along with excellent advice about overcoming obstacles.

The contents of *The Inside Gig*:

PART I. THE TIME FOR THE INSIDE GIG HAS COME

- Chapter 1. Disrupting the Talent Operating Model
- Chapter 2. The Fourth Industrial Revolution and Its Impact on Business

PART II: THE CORE PRINCIPLES

- Chapter 3. Principle No. 1: You Get What You Give
- Chapter 4. Principle No. 2: Know What You Have
- Chapter 5. Principle No. 3: Create a Learning Organization
- Chapter 6. Principle No. 4: Democratize the Work
- Chapter 7. Principle No. 5: Create an Agile Organization
- Chapter 8. Principle No. 6: Bust the Functional Silos

PART III: HOW TO MAKE IT WORK

- Chapter 9. A New Talent Operating Model: Rethinking Ways of Working
- Chapter 10. A New Talent Operating Model: Capability Alignment
- Chapter 11. A New Talent Platform: Taking an Idea from Concept to Action

PART IV: THE INSIDE GIG IN ACTION

- Chapter 12. Case Studies: HERE Technologies and Tata Communications
- Chapter 13. Taking the First Step.

Here are selected quotations to exemplify some of the book's important points.

What is their new talent operating model?

The authors have created a new talent operating model: "This model allows companies to share talent across boundaries by dynamically matching and deploying skills to work. We call it the Inside Gig. It creates competitive advantage through an employee experience that democratizes work, facilitates learning and unleashes internal capacity...."

Their new paradigm is based on the six core principles of Part II.

The authors foresee a "new era of competitive talent deployment via the 'internal gig network.'

Rather than acquire new skills by hiring from outside, the new and quite disruptive reality is that competitive advantage is now based on the ability to rapidly develop and better leverage the talent supply within a company."

They envision a new way of managing talent: Concentrate on "*what you have the power to control:*

- 1. Bring visibility to the internal skills you have and any gaps there are (supply).*
- 2. Learn to accurately predict what skills you might need (demand).*
- 3. Address the speed at which you can up-skill current talent for new or critical skill domains.*
- 4. Use digital horsepower through human-machine collaboration via predictive analytics, machine learning (ML), and automation to accurately and efficiently match and deploy that talent to the right work, at the right time, at the right cost."*

They emphasize the need for companies to identify and make visible all of the skills and interests of each employee:

"By gaining visibility into the hidden skills, capabilities and aspirations of their employees, organizations can more rapidly and cost-effectively match the right talent to solve real-time business challenges."

This book supports the process of organizational change:

"You cannot simply flip the switch and change to a new talent operating model overnight. Our approach lays out a ten-year road map detailing how an organization can build on smaller modifications to shift to the future of work."

Some companies that are more innovation-focused have adopted a slightly different talent operating model described as:

"In this model, employees spend eighty percent or more of their time performing the responsibilities outlined in their job descriptions, and they may devote fifteen to twenty percent of their time to work on innovation projects of their choosing. Employees may define their own innovation projects and recruit others to participate, or they may take part in projects started by others."

The authors use quotations from 3M and Google cultures to illustrate the benefit of this principle:

In his book *Work Rules!* Laszlo Bock... shares a core tenet of the Google culture:

“If you give people freedom, they will amaze you.”

William McKnight (one-time president and later Chairman of 3M) said:

“If you put fences around people, you get sheep.”

To become a learning company and be able to compete with today’s extremely rapid change, an organization needs to distinguish between two mindsets: the fixed versus the growth mindset:

“To become a learning organization, a company needs to foster a growth mindset. If given the chance, everyone can learn new skills. Instead of selecting people for inherent fixed traits, companies that state their belief in hiring curious, motivated people who are willing to work hard and grow professionally exhibit a growth mindset. This mindset is also demonstrated by encouraging all employees, at all levels of the organization, to learn and grow.”

The six principles that underpin the Inside Gig act to “create a shift in mindset of an organization from one of scarcity to one of abundance:

- Introduce the notion of skills inventories to better manage talent...
- Create a culture of continuous learning and expanded job experience...
- Give employees increased choice...
- Design organizations for speed and responsiveness...
- Break down an organization’s silos that inhibit opportunity and innovation...

All of these principles speak to higher cross-collaboration and the intelligent use of talent, including talent that the organization discovers among its people.”

One component of the talent operating model is: “the ways of working that support the move to an Inside Gig, project-based work environment, ...enable the more fluid use of talent across the organization.”

Adopting this new model requires OD (Organization Development) applications: “To figure out if your organization is ready to take on this type of change, and to assess what will be the biggest barriers to success, we recommend completing a change readiness assessment. This type of assessment examines the organization along four dimensions: 1) mindset; 2) culture; 3) change management; and 4) alignment of the talent operating model, with a specific emphasis on current talent processes.”

“...the shift in mindset is the most challenging to overcome. It is important to understand the current mindset of your managers to know how much of a shift you need to manage to implement the Inside Gig.”

“All of these cultural characteristics will help you to understand where your points of resistance may come from when implementing the Inside Gig. With this assessment, an organization can craft specific strategies to shift the culture.”

Redefine the manager to embrace two roles:

“To create an agile organization it may be time to rethink the role of the manager and create two separate roles: the project leader and career coach.”

Kelley Steven-Waiss, one of the authors, recounted in a chapter the way she developed the inside gig system at HERE Technologies. A key to her experience was in two important parts of the process she developed:

1. “Create a transparent technology that exposes the skills/capabilities of individuals that work in the company”
2. “Create a talent marketplace for project-based work by organizational division that makes all work transparent such that the work can be effectively matched using machine learning and artificial intelligence to skills in the profiles system.”

Overall, this book gives an excellent view of the inside gig process, good case examples, excellent guidance for those who wish to implement the system, and helpful supportive advice. Especially Recommended.

My personal experience compels a brief reminiscence. I was an outside contractor to Hewlett Packard. When helping a division to downsize its number of employees, I taught small groups at eight HP locations in the United States and United Kingdom -- 650 persons in total -- how to conduct a career management program which I developed. The company encouraged employees affected by the workforce cuts to use my self-assessment process and career marketing program to present their skills and interests to managers with talent needs (identified over the HP Tel-Net throughout the company), in search of a good fit where they were needed. The workers used this training to make a career transition or even change careers. Subsequently, I implemented this process at other companies (e.g., Amoco Petroleum in Chicago, Northwest Airlines in Texas).

Reviewed by **Steven E. Beasley**, Managing Editor Emeritus, Career Development Network Journal. Contact him at stevenebeasley@gmail.com.

***The New Geography of Jobs*, by Enrico Moretti. 2013. Mariner Books Houghton Mifflin Harcourt, Boston MA.**

This book is about work in the three parts of the USA identified within the research of an economist: The Have Part, The Have Not Part, and The Rest. The author wrote that “Globalization and localization seem to be two sides of the same coin. More than ever, local communities are the secret of economic success.”

Moretti writes in a readable but detailed way about the past, present and possible futures of jobs, primarily in the USA. His research looked at education at all levels, job creation, job loss, job and people migration, urban and rural growth and decline, wealth and poverty, even health and death to explain what is happening today.

Although this book was researched and written around 2011, and we have seen dramatic changes in the interim, Moretti may have had a crystal ball. Now, as we are approaching the 2020 presidential election, we are hearing some of Moretti’s research about jobs and education and wealth management being discussed and debated.

There are seven chapters in this book that recap historical events and current events, along with charts and graphs. Some information will seem familiar, such as which US states are considered Haves and Have Nots. Some information is less familiar, such as how close some states are to moving from “The Rest” onto a Have or Have Not list, and the circumstances that are nudging them toward their new group.

The author begins in Silicon Valley in the 1980s to illustrate how the economic map of the United States began to look like what he calls the “Great Divergence.” He explains that US cities started to be increasingly defined by their residents’ educational level while jobs, population and wealth were being redistributed.

Moretti found high-tech jobs and innovation to be the drivers of change, then and now. Thinking about the internet and how information travels today, you could correctly guess that changes in the world economy are also helping to reshape US workplaces, communities and cities.

Interestingly, Moretti’s research shows that for each new high-tech job in a city there are five additional jobs created for that one job. Some are skilled jobs and some are unskilled jobs. He writes about how income parity, housing availability, individual mobility and other factors both influence and are influenced by each new high-tech job and company.

The chapter on “Poverty Traps and Sexy Cities” spoke loudly to me about the geographical area where I grew up (Poverty Trap), and then where I relocated, for a job, to live for the rest of my adult life so far (Sexy City). I felt like a cliché, a small part of a much larger aspect of history. I had to blink to remember this book wasn’t written yesterday. Or tomorrow. We’re all in this book, just as we’re all part of local and global economies. We’re in the past, now and the future of the USA.

But still, this book was written by an economist who is more familiar with writing technical papers than books for the general public (including career services professionals). For example, the author tells us we, collectively, work 2,522,228,000,000 hours each year. Only an economist, right?

He goes on to discuss what we do in our work hours because it's no longer traditional manufacturing — and there's another topic that is hotly contested around us today. The vast majority of jobs are now providing local services to others, nurses, lawyers, waiters. Increasingly, those who work in US manufacturing are college graduates because the nature of the work has changed to high-tech.

This book contains robust Chapter Notes, Resources, and a lengthy Index. There's no lack of information and ideas for discussing the topics that are closest to our work as career services professionals.

Take the topic of student debt: Is college necessary for individuals? Who should pay for college? Is higher education providing value to the US economy and to cities? Is high college debt part of the explanation for the unaffordable housing situation? There is a historical context for these questions, and Moretti delves into it.

Would I now advise my younger self to go to college, to get a master's degree, and move across the country for a better life? How would you advise your younger self? What biases around these questions do you bring to your work advising others today? This book will urge you to think about jobs with a wide-angle lens.

Moretti's book will appeal to "idea people," as well as provide a wide context for employment program developers and administrators. There are provocative ideas and trends presented. For advisors of job seekers, career changers, students and others, this book can ground favored ideas and recommendations in a research-based context.

This book could be a friendly textbook for a Sociology of Work course, or extra reading for a graduate-level counseling course. There are many ideas to consider, and this book prompts other ideas. Something I would have liked to see: research and discussion specifically about the five generations currently in the workplace, and how they each contribute (or don't) to the "Great Divergence."

Readers will come away from this book with better understandings about workplace and employment topics. In addition to those mentioned above, he also covers organized labor, immigrant labor, health aspects of uneven income distributions, and also what are good college majors (and why). Moretti didn't write this book in a breezy way, but there is much to consider in this book and make it worth your time.

Reviewed by **Maggi Kirkbride**, author, ghostwriter, freelance writer and editor. Reach her at Maggi@MaggiKirkbride.com or <https://www.linkedin.com/in/maggiaymentkirkbride/>

***The Talent Revolution: Longevity and the Future of Work*, by Lisa Taylor and Fern Lebo. 2019. University of Toronto Press, Toronto, Ontario, Canada.**

The purpose of *The Talent Revolution* is to provide innovative insights and strategies for transforming the aging workforce into a competitive advantage. The intended audience is every career-minded individual looking to explore alternative approaches to create a sustainable future of work.

This book highlights the revolutionary impact the changing workforce is having on today's organizations, and discusses visionary approaches to navigating the shifting world of work for "baby boomers," "millennials" and future generations.

Casual, with an academic flair in tone, the authors divide the book into three parts. The first part walks readers through the issues facing today's workplace. They introduce the concept of the "Broken Talent Escalator®" and explore the new revolution for the stage of work after retirement age, which they refer to as the "Legacy Career®" phase.

Lisa Taylor and Fern Lebo discuss how the age of retirement today is no longer the same as it was even a generation ago. They review how organizations and people who assume productivity ends around age sixty-five are missing out on a profound opportunity for organizational growth from a currently undervalued work-life phase.

The authors end the first part by reinforcing the notion that organizations currently have a Broken Talent Escalator with older workers stuck on a talent treadmill. The message is that organizations require a new career-model that synergizes with the demands of today's workforce.

In the second part of this book the authors dispel common myths about ageism, retirement age, and overall generational pigeon-holes. The top five myths examined are the myth of excessive salaries, the myth of the best-before date, the myth of squandered budgets, the myth of diminished productivity, and the myth of generational performance characteristics.

Overall, Taylor and Lebo walk their readers through various stereotypes about ageing workers and make readers question if their current beliefs are based in logic or founded on biases.

The third part of this book is where the reader becomes fully enlightened to the idea of the Talent Revolution. It is where the authors advocate a deeper understanding and application of various tools and strategies for embracing the ageing workforce.

The authors deliver methods and ideas for how to transform traditional "retirement years" into a meaningful and productive work-life segment that benefits not only employers, but also employees.

Taylor and Lebo present action steps that are critical for CEOs, HR Leaders and frontline managers to undertake if they are eager to capitalize on lifelong talent equity. They "bring order to chaos" with direct strategies that challenge ingrained myths and stereotypes to strengthen and

transform the workplace using the wealth of talent already at their fingertips.

All career services professionals will benefit from reading this awe-inspiring and eye-opening book, regardless of the experience and education level or age you work with. Although the target audience of the book is leaders and the ageing workforce, the authors bring forward numerous examples and case studies that will inspire even the younger generations.

As a career professional you will be able to guide your ageing clientele through the myths, and deliver actionable steps they can take to remain in the workforce while creating a work-life legacy for themselves. You will be able to coach CEOs through innovative approaches that will help them see the value their ageing workforce can bring, and along the way, you can coach college students through the revolution that is occurring and guide them through strategies to maximize their own career path, now and in the future.

Intended for visionary and innovative leaders who are concerned with the future of work, from AI and robotics to a sustainable life-long career path, the authors expose work-life longevity in a way that speaks to our ageing workforce and aims to eliminate the stigma of age. The authors deliver strategies for workers to extend their brands as individuals, and for organizations to extend their brands by unlocking untapped talent and optimizing the workforce for maximum growth.

Everyone who reads *The Talent Revolution* will want to join the uprising and transform the “Broken Talent Escalator” into one that is operating at peak performance. The authors deliver purposeful examples of the impact that outdated career thinking has for every generation, and reveal how everyone, from job seekers to leaders and coaches, can prepare for the new era of work.

As a resume writer and career coach, this book has helped me to dispel my own myths about ageing and help transform the way I coach my clients, young and old, through current and future workplace trends.

The terms “Career Legacy®” and “Talent Escalator®” provide trailblazing perspectives to the future of work. With forward-looking fortitude, Taylor and Lebo describe how organizations who view their employees as assets rather than equity will find it challenging to grow. They showcase how value is equity that grows over time, whereas assets depreciate.

For me, this analogy was the cornerstone of the book. It was the moment when all the information in previous chapters came to the forefront. The view that employees are assets and equity enables organizations to jump on the revolutionary train and start to focus on longer-term investments in all employees that deliver business value and repair the “Broken Talent Escalator®.”

The Talent Revolution is a must read for everyone interested in individual career growth and longevity of the workplace.

Reviewed by **Skye Berry-Burke**, Chief Resume Writer and Career Coach at Skye Is The Limit Resume and Career Solutions, Canada. She can be contacted at www.skyeisthelimit.ca

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