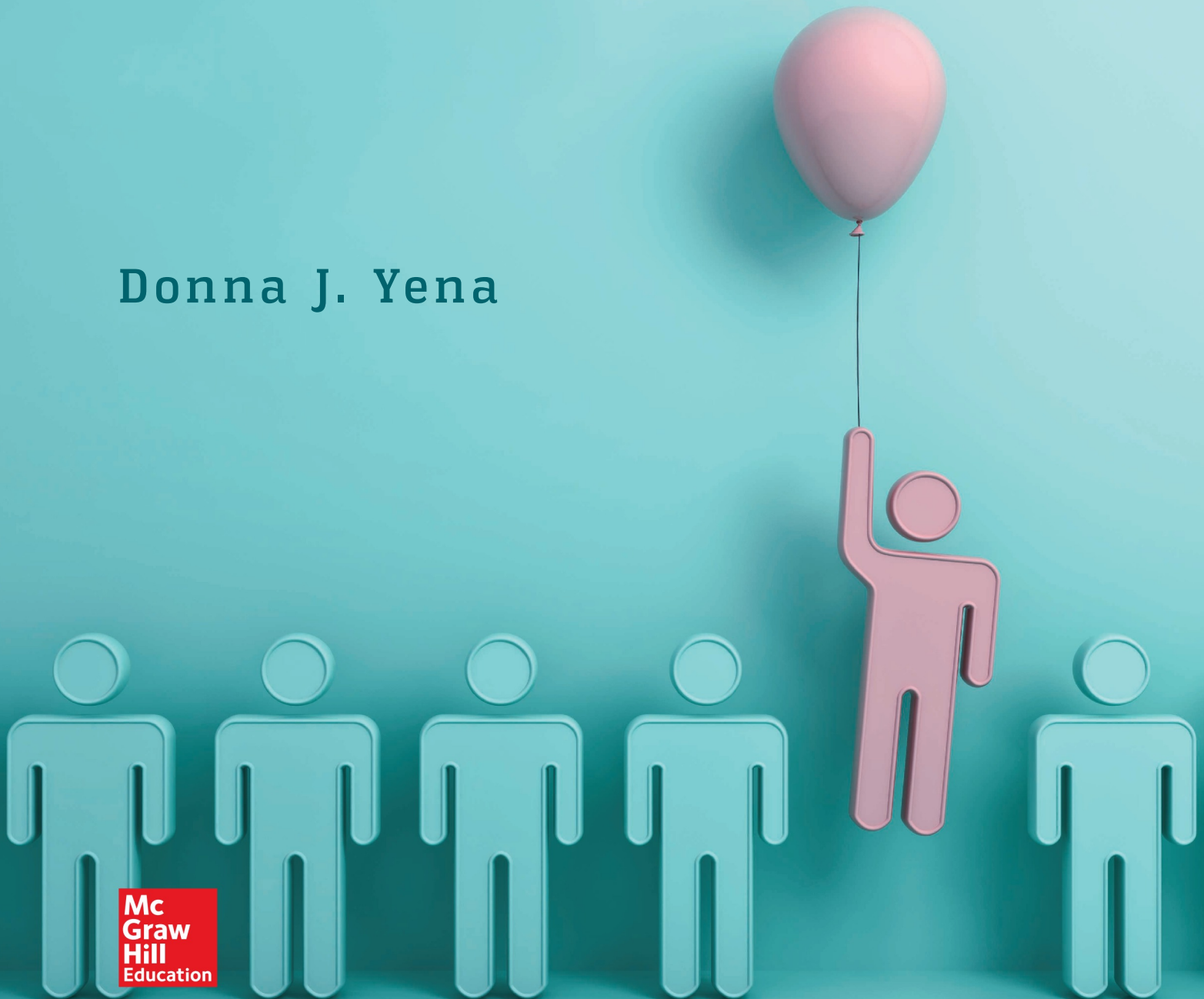


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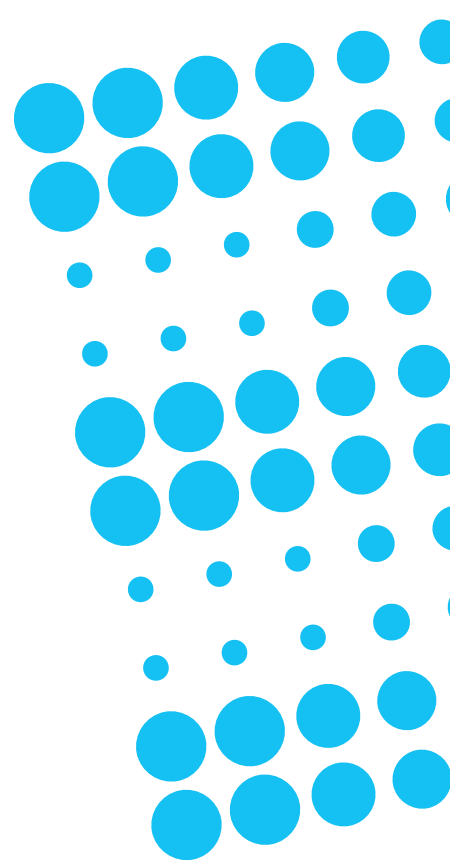
New Paths to Your Ideal Career

Donna J. Yena



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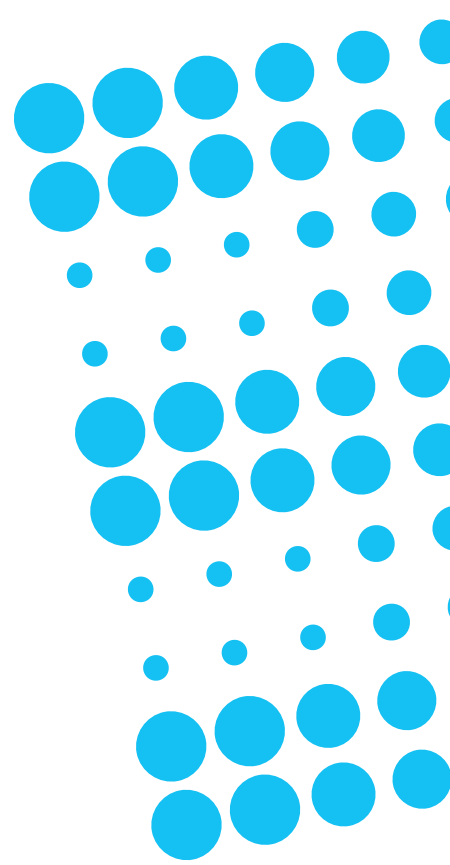
CAREER DIRECTIONS

New Paths to Your Ideal Career

Seventh Edition

Donna J. Yena

Johnson & Wales University





CAREER DIRECTIONS: NEW PATHS TO YOUR IDEAL CAREER, SEVENTH EDITION

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Dedication

This book is dedicated to the thousands of students and teachers who have applied the techniques in this book as a tool for planning and launching successful careers for the past 34 years. Along with employers, they have provided me valuable guidance, support, and inspiration to ensure this text continues to benefit the career success of the students it serves. Thank you!

About the Author



Courtesy of Donna Yena

With over 30 years of experience in career services and human resources, Donna Yena brings a practitioner's perspective to this book. Her experience as Vice President of Career Services at Johnson and Wales University, along with her background as manager, instructor, and curriculum designer, contributes to the advice and techniques found in *Career Directions: New Paths to Your Ideal Career* and the *Career Directions Handbook*.

Yena developed and implemented a series of career management education courses for students at Johnson and Wales University, while responsible for experiential education programs for more than 4,000 students at four campuses. For 30 consecutive years, 98 percent of Johnson and Wales graduates were employed within 60 days of graduation. As a certified DACUM (Developing a Curriculum) facilitator, Yena worked with employers and faculty to formalize employer input into the university curriculum and, with select employers, coordinated the DACUM process as input into corporate training and development programs and as a tool to refine screening and interviewing processes.

At Johnson and Wales University, Yena also served as a classroom teacher of career management and student success courses, director of university planning, coordinator of employee development programs, and Director of Career Development before assuming the roles of Vice President of Career Services and Alumni Relations and Vice President of Employer Relations. In her various roles, Yena traveled to Thailand, Israel, Hungary, Turkey, Austria, Germany, Switzerland, France, South America, and the Caribbean to facilitate relationships with university alumni and employers.

She currently serves as a member of the Johnson and Wales University Corporation and has previously served as a member of the Board of Governors for the World Association of Cooperative Education and a member of the Society of Human Resource Management, the Women's Foodservice Forum, and the National Association of Colleges and Employers (NACE).

Yena is a nationally recognized speaker on career services, graduate employment, student success, and employer relations. She has led workshops for school professionals and their students and has been a speaker at numerous state and national association meetings across the country.

More than 100,000 students have used this textbook in its previous editions to help launch and propel their careers. Yena continues to receive feedback from students and alumni regarding its utility throughout their careers.

Brief Contents



Preface xii
Acknowledgments xiv
Walkthrough xvi
What's New xxii

Part 1: Explore Your Potential 1

- 1 Connecting to Today's Workplace 3
- 2 Self-Assessment 19
- 3 Goal Setting and Career Decision-Making 39
- 4 Personal Development 53
- 5 Career and Job Research Tools 85

Part 2: Brand Your Potential 107

- 6 Your Career Portfolio 109
- 7 Social Media Profiles 133
- 8 Career Networking 149
- 9 Internships and Co-op Programs 165
- 10 Resumes and Job Applications 177
- 11 Letters 221
- 12 Successful Interviews 247

Part 3: Career Management 275

- 13 Growing Your Career 277
- 14 Contemporary Issues in the Workplace 297

Index 311

Contents

Preface
Acknowledgments
Walkthrough
What's New

xii
xiv
xvi
xxii

2.6 EMOTIONAL INTELLIGENCE 34
Managing Your Emotional Intelligence 36

3 Goal Setting and Career Decision-Making 39

Part 1: Explore Your Potential 1

1 Connecting to Today's Workplace

1.1 TRENDS AFFECTING YOU IN THE WORKPLACE

Social Media
Digital Job Search
Face-to-Face Connection
Jobs and the Economy
Diversity and Inclusion
Generational Differences
Entrepreneurship

4
4
5
6
6
8
10
11

1.2 WORKPLACE KNOW-HOW AND 21st CENTURY SKILLS

The Partnership for 21st Century Skills

13
13

1.3 EDUCATION AND THE WORKPLACE

15

2 Self-Assessment

2.1 UNDERSTANDING YOURSELF

2.2 YOUR VALUES

Values and Your Career Choice

2.3 YOUR INTERESTS

Interests and Your Career Choice

2.4 YOUR PERSONALITY TRAITS

Personality and Your Career Choice

2.5 YOUR SKILLS

21st Century Skills
21st Century Skills and Your Career Choice

19
20
20
22
22
22
24
26
28
31
33

3.1 YOUR DEFINITION OF CAREER SUCCESS 40
Career Success and Age 41
Career Success and Gender 42
Career Success and Cultural Background 43
Career Success and Career Choice 43
Qualities of Successful People 43

3.2 SETTING AND WRITING GOALS FOR SELF-IMPROVEMENT 45

Types of Career Goals 45
Overcoming Obstacles 48

3.3 CAREER DECISION-MAKING SKILLS 48

The Decision-Making Process 49
Career Decision-Making Questions 50

4 Personal Development 53

4.1 COMMUNICATION SKILLS 54

Verbal Skills 54
Nonverbal Skills 58
Professional Online Communication 63
Visual Communication Skills 66

4.2 TIME AND STRESS MANAGEMENT 67

Stress Management 69

4.3 PERSONAL CARE AND PERSONAL APPEARANCE 70

Grooming 70
Wellness 71
Interview and Workplace Dress 72

4.4 PERSONAL FINANCES 76

Savings 76
Budgeting 76
Debt Management 79
Credit Scores 79

5 Career and Job Research Tools

5.1 INDUSTRY CAREER TRENDS	
<i>High-Growth Careers</i>	
<i>Steady-Growth Careers</i>	
5.2 CAREER PATHS	
<i>Job versus Career</i>	
<i>Types of Career Paths</i>	
5.3 INDUSTRY, COMPANY, AND JOB RESEARCH	
<i>Your Research Tool Kit</i>	
<i>Industry Research</i>	
<i>Company Research</i>	
<i>Informational Interviews</i>	
5.4 JOB RESEARCH	
<i>Job Information</i>	
<i>Job Leads</i>	
<i>Job Search Engines, Websites, and Social Media Tools</i>	

Part 2: Brand Your Potential 107

6 Your Career Portfolio 109

6.1 YOUR CAREER PORTFOLIO	110
<i>Building Your Career Portfolio Entries</i>	111
<i>Follow Amanda and Derek as They Build Their Career Portfolios</i>	112
6.2 PLAN FOR YOUR CAREER PORTFOLIO	113
<i>Identify Opportunities to Build Skills</i>	113
6.3 SAVE AND COLLECT CAREER PORTFOLIO MATERIALS	116
<i>Types of Career Portfolio Items</i>	117
6.4 ORGANIZE AND ASSEMBLE YOUR CAREER PORTFOLIO	120
<i>Types of Portfolios</i>	120
<i>Deciding on Content</i>	123
<i>Arranging Portfolio Materials</i>	125
6.5 PRACTICE AND PRESENT YOUR CAREER PORTFOLIO	125
6.6 REFLECT, REFINE, AND EDIT	129

85 7 Social Media Profiles 133

86 7.1 PROFESSIONAL ONLINE IDENTITY AND BRAND	134
<i>Build Your Brand</i>	135
<i>Protect Your Reputation</i>	135
<i>Social Media Metrics</i>	135
90 7.2 PROFESSIONAL USE OF SOCIAL MEDIA PROFILES	137
<i>Quality, Relevant, and Consistent Content</i>	137
<i>Profile Completeness and Quality</i>	138
<i>Dos and Don'ts</i>	139
<i>Timing Updates</i>	140
96 7.3 LINKEDIN AND FACEBOOK	140
<i>Student LinkedIn Profiles</i>	140
101 7.4 KEYWORDS	141
<i>Keyword Categories</i>	142
<i>Building and Ranking Your Keywords</i>	144
102 7.5 MEASURE YOUR PROGRESS AND STRENGTHEN YOUR SOCIAL MEDIA PROFILES	146

8 Career Networking 149

8.1 YOUR CAREER NETWORKING MESSAGE	150
<i>Mini-Messages</i>	150
<i>Career Networking Cards</i>	151
8.2 CAREER NETWORKING SKILLS	154
<i>Plan</i>	154
<i>Connect</i>	154
<i>Engage</i>	155
<i>Build Relationships</i>	155
<i>Network at a Career Fair</i>	155
8.3 PERSON-TO-PERSON CAREER NETWORKING	156
<i>Career Network Contacts</i>	157
<i>Networking Events</i>	157
8.4 ONLINE CAREER NETWORKING	158
<i>Virtual Introductions</i>	158
<i>Mobile Phone Career Networking Tools</i>	159
<i>LinkedIn and Facebook Career Networking Tools</i>	159
<i>Online Career Events</i>	161

9 Internships and Co-op Programs 165

129 9.1 THE VALUE OF INTERNSHIPS AND CO-OP PROGRAMS	166
<i>Benefits of Internship and Co-op Experiences</i>	167

9.2 CREATING LEARNING GOALS FOR YOUR EXPERIENCE

9.3 EVALUATE AND RESEARCH THE RIGHT PROGRAM FOR YOU

Paid or Unpaid Experiences

Academic Credit or No Credit

Full Time or Part Time

9.4 YOUR SUCCESS WITH YOUR PROGRAM

During Your Experience

After Your Experience

10 Resumes and Job Applications

10.1 TODAY'S TRADITIONAL RESUME

Multiple Versions

Keywords and Power Words

Core Resume Sections

Custom or Optional Resume Sections

10.2 RESUME FORMATS

Chronological Resumes

Functional Resumes

Print Versions

10.3 EDIT-READY, PDF, AND PLAIN-TEXT RESUMES

Edit-Ready and PDF Versions

Plain-Text Versions

10.4 VISUAL RESUMES

Video Resume

Web Resume

Social Resume

Infographic Resume

Managing Resume Versions

References

10.5 JOB APPLICATIONS

Know Your Game Plan

Identification Questions

Background and General Questions

Job Qualification Questions

Quality Document

Online Job Applications

11 Letters

11.1 GUIDELINES FOR WRITING JOB SEARCH LETTERS

Content Guidelines

Format Guidelines

11.2 COVER LETTERS

Letter of Application for a Specific Position

Letter of Inquiry

Networking Letter

Letter to Request a Recommendation

Application Letter for an Internship or Cooperative Education Program

Career Change Letter

E-mail Cover Letters

E-mail with Attached Cover Letter and Resume

E-mail Cover Letter with Attached Resume

11.3 FOLLOW-UP LETTERS

Thank-You Letter following an Interview

Letter Accepting a Position

Letter Declining a Position

Letter of Resignation

12 Successful Interviews 247

12.1 TYPES OF JOB INTERVIEWS

Structured Face-to-Face Interviews

Behavioral-Based Interviews

Group Interviews

Telephone Interviews

Web-Based Interviews

Video Interviews

Social Interviews

Internal Interviews

12.2 INTERVIEW QUESTIONS

General Questions

Behavioral-Based Questions

Targeted Questions: 21st Century Skills and Personal Ethics

Illegal Questions

Practice Interviews

12.3 PREPARING FOR A JOB INTERVIEW

Interview Checklist

Logistics

A Winning Attitude

12.4 MANAGING THE FIVE STAGES OF AN INTERVIEW

The Opening

Questions and Answers

Observations

The Closing

The Follow-Up

12.5 EVALUATING JOB OFFERS

Key Factors

Benefits

Your Decision

Part 3: Career Management 275

13 Growing Your Career

13.1 TRANSFERABLE SKILLS

Planning Skills

Time Management and

Organizational Skills

13.2 STANDOUT PERFORMANCE

Career Critical Moments

13.3 POSITIVE RELATIONSHIPS

Your Relationship with Your Boss

Your Relationships with Mentors

Your Relationships with Coworkers

Leadership Roles

Teamwork

13.4 CHANGES IN THE WORKPLACE

Reducing Stress from Change

Finding the Positive Side of Change

13.5 RESET YOUR CAREER

Self-Assessment

New Goals and Challenges

Self-Promotion

New Beginnings

277

278

280

280

281

281

287

287

288

289

290

291

291

291

292

292

292

293

293

294

14 Contemporary Issues in the Workplace

297

14.1 EMPLOYEE ASSISTANCE PROGRAMS

298

14.2 HEALTH-RELATED ISSUES

298

Substance Abuse

299

Stress Management

299

Health Education

300

Accommodations for Employees with Disabilities

300

14.3 FAMILY CARE ISSUES

300

Parental Leave

301

Child Care

301

Flextime, Telecommuting, and Virtual Workplaces

301

14.4 WORKPLACE ETHICS

303

Personal Ethics at Work

303

Misuse of Technology at Work

305

Abuse of Privilege

306

Conflict of Interest

306

Preferential Treatment

306

14.5 NONDISCRIMINATION LAWS

307

Equal Employment Opportunity

307

Affirmative Action

307

14.6 WORKPLACE HARASSMENT

307

Sexual Harassment

307

Workplace Bullying

308

Index

311



Preface

● WELCOME TO CAREER DIRECTIONS: NEW PATHS TO YOUR IDEAL CAREER

The ultimate objective of this text is for you to distinguish yourself in today's highly competitive job market in ways that lead you to successful interviews and result in the best possible job offer for you.

Career Directions: New Paths to Your Ideal Career combines the use of modern job search technology with time-tested, traditional strategies found in previous editions. To be competitive, it is important to know how to strike the right balance between an online and face-to-face approach to your job search. This new edition provides advice and examples on how to do this.

Your Career Portfolio remains a central theme throughout the text. New and updated Career Portfolio activities help you build more complete Career Portfolios. Beyond being a resource for your job search documents, your Career Portfolio should contain evidence of your best work and accomplishments that validate claims on your resume. This new edition provides expanded examples of how to incorporate sample work appropriate for your Career Portfolio.

NEW FEATURE: A new feature that distinguishes this edition from previous editions and other textbooks is the ability to follow individual examples of several students as they prepare to present themselves as job candidates. Examples show how each builds their unique collection of job search documents for their Career Portfolio, starting with career networking cards, class and internship project(s), work samples, resume(s), reference sheets, and letters.

Career Directions helps you acquire the most essential job search skills and also encourages you to show professional individuality when it is appropriate. Resume examples range from simple traditional resumes to multiple versions reflective of today's job search. Students should note the variety of resumes as demonstrated by fictional applicants throughout the text, highlighted by Derek T. Thompsen, who creates multiple resume versions. His resumes, along with his personal website and digital Career Portfolio, are his unique collection of job search tools appropriate for his job search in the technology field.

Focus on the following topics from the previous edition continues:

- Social media profiles
- Online Career Portfolios
- Multiple resume versions
- Maximization of the use of keywords

Student engagement in chapter material is achieved in a variety of ways. Opening-chapter Case Studies provoke student thinking about and connection to chapter content. Real Life stories provide further examples. Quotes from industry and career professionals emphasize the relevance and importance of key concepts to the real world. Progress check questions help keep you focused on chapter learning outcomes. Activities help you identify your goals and strengths and prepare your job search documents. New end-of-chapter Reflection Exercises are focused on understanding how well specific chapter concepts are understood and applied.

Career Directions, seventh edition, contains updated content on career management essentials found in previous editions.

- **Part One: Explore Your Potential** Includes the most current strategies for self-assessment, goal setting, personal development, communication skills, and career research.
- **Part Two: Brand Your Potential** Focuses on your Career Portfolio, social media profiles, career networking, internship and co-op programs, multiple resume versions, letters and successful interviews.
- **Part Three: Career Management** Focuses on strategies for growing your career and provides updated contemporary issues in the workplace.

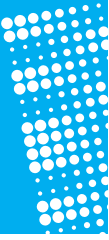
CAREER DIRECTIONS HANDBOOK

The *Career Directions Handbook* is a current and comprehensive online tool that can be used as a companion to this textbook. Packed with valuable information, the *Career Directions Handbook* arms you with knowledge of keywords important to your job search and the latest career paths, job titles, and salary ranges and hundreds of specific job descriptions spanning a multitude of industries. Included industries range from technology to health care to business, and everything in between!

The *Career Directions Handbook* contains a section of industry keywords and keyword phrases along with other keyword examples throughout. Ideas are presented on how to use keywords to strengthen your job search online and off-line.

The information on keywords and career paths found in the handbook is a helpful resource for completing many activities in the textbook, including goal setting, career research, content development for social media profiles, resumes, and job search letters, and for practicing salary negotiation.

This new edition of *Career Directions: New Paths to Your Ideal Career* and the updated *Career Directions Handbook* are your complete career management reference tools for preparing to enter and succeed in today's workplace. You will find yourself referring back to them at different points in your career to explore new opportunities or affirm the course you are on. Enjoy your journey!



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“I really liked this app—it made it easy to study when you don't have your textbook in front of you.”

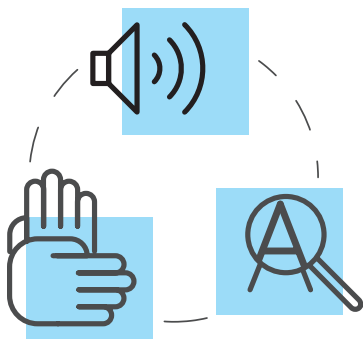
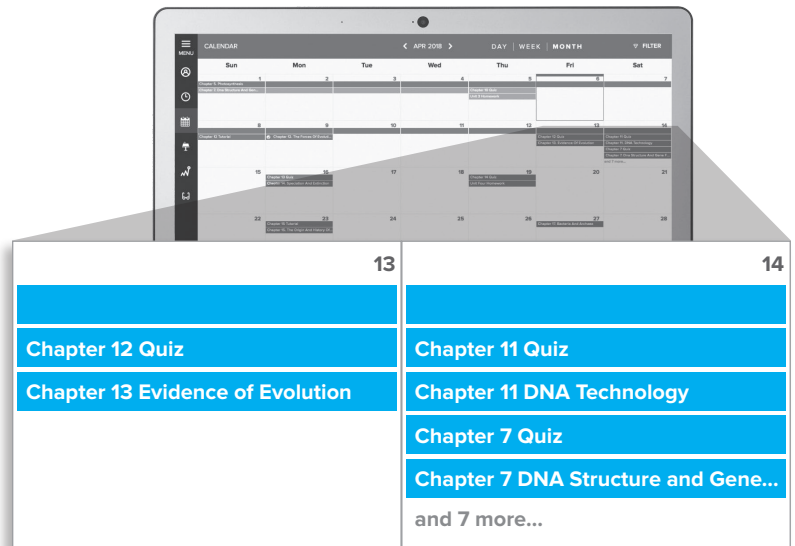
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The seventh edition of *Career Directions: New Paths to Your Ideal Career* is designed to ensure that students will not only learn fundamental strategies of career success, but also will be able to put those basics into action through real-world cases, examples, and a multitude of activities.

“A refreshing change from my current textbook, with more contemporary topics.”

Belen Torres-Gil, Rio Hondo College

Career Directions Is

After completing this chapter, you will:

- 1 Learn how to build your Career Portfolio
- 2 Plan your Career Portfolio
- 3 Collect Career Portfolio materials
- 4 Organize and assemble your Career Portfolio
- 5 Practice and present your Career Portfolio
- 6 Reflect, refine, and edit your Career Portfolio
- 7 Create a Career Portfolio entry

Your Career Portfolio is a tool you can use to present your unique employment skills to a potential employer on a job interview. Your Career Portfolio should contain samples of work and other documentation of your skills and credentials that employers in your career field are interested in. This will be an enhancement to using only a resume to present yourself professionally. While certain fields, such as advertising and public relations, have traditionally required job candidates to have portfolios, the use of portfolios is now more

Learning outcomes

LEARNING OUTCOMES outline the focus of the chapter and provide a roadmap for the material ahead. Each is tied to a main heading in the chapter, as well as to the chapter summary, to help reiterate important topics throughout.

CASE STUDIES located at the beginning of each chapter introduce students to chapter topics through real-world scenarios. Related Discussion Questions are provided at the end of each case to encourage classroom discussion.

“It encompasses real world application, engages active learners, and is at an appropriately rigorous level.”

Maria E. Sofia, Bryant & Stratton College

CASE STUDY

Linda's Tool Kit—People and Technology

Linda completed her nursing degree and wanted to gain some work experience before applying for a full-time nursing position. She was working full time as an office manager for an insurance company, a position she held for the last 10 years while raising her daughter and attending nursing school part time. Linda was open to working in a variety of settings. She searched the Internet for job postings in her area to keep informed about the various types of nursing jobs available. She knew from fellow adult students, also making a career change, that it was sometimes difficult to find a job in a new field without some work experience. Even though the job market was very good for nurses in the state she lived in, Linda decided to work for a temporary services agency that specialized in placing nurses and obtained a weekend job as a visiting nurse.

Discussion Questions

1. Can you identify direct and indirect sources of job information available to Linda?
2. What other resources could Linda have used to further explore the hidden job market?
3. What do you think are some advantages to an employee referral program for a company?

▶ ... a comprehensive and engaging way for students to explore, identify, and achieve their ideal career paths.

REAL LIFE STORIES exemplify chapter topics, and allow students to connect the material to current businesses, well-known individuals, and their own lives. These stories range from companies like American Girl, LLC, to everyday individuals such as Steve Jobs, who have had experiences similar to those that students might face.

Real Life Stories

Sean and Lori: Handling Unemployment Status in Social Media Profiles

Sean was having trouble finding a job for some time after he graduated. He did not know how to refer to his unemployment status on his LinkedIn profile. He decided to use this as an opportunity to reach out to his LinkedIn network. In the Professional Headline section of his profile he wrote, "Recent College Grad Seeking Entry Level Accounting Position. Would appreciate appropriate referrals." In the Current Position section he wrote, "Recent Grad at (name of college).edu." He went one step further and shared the same with his college's LinkedIn Alumni Community Group and received three referrals within seven days.

Lori was laid off from her job after working for three years as a certified nursing assistant (CNA). In her LinkedIn profile she listed her Professional Headline as "Experienced CNA in transition." In the Summary section of her LinkedIn profile she mentioned her availability for work and contact information. She thought she was taking a risk exposing her unemployment status, but she knew that she had to be truthful. It is easy for employers to read through vague statements and to verify a questionable employment status. It's better to be truthful, and like Sean, work your LinkedIn and other career networks for leads to new opportunities.

ACTIVITIES provided throughout each chapter encourage immediate application and practice of the topics covered.

"Easy to read; full of activities to make students begin thinking."

Debbie Liddel, Pinnacle Career Institute

"I like the variety of exercises. They are thought-provoking and allow the student to personally connect with the content."

Earl Wiggins, Miller-Motte College

ACTIVITY 6.5

Summarize Your Skills and Role-Play

Work with another person who will play the role of an interviewer. Summarize the skills and accomplishments you want to highlight to an employer, and select the evidence you have to demonstrate. Have the "interviewer" ask you about your skills, and role-play your response to each question and the presentation of your portfolio.

It may take a few practice sessions to become familiar with promoting yourself this way, but it will be worth it when you convince a prospective employer you are a highly qualified candidate for the job.

EXAMPLE

Interviewer Asks: Can you give me an example of a situation in which you displayed leadership skills?

Sample Response 1: Yes. As an officer of Future Business Leaders of America, I was responsible for motivating the membership to initiate an annual fund-raiser for the homeless in our community. Let me show you some letters of appreciation from the mayor and the homeless shelter we worked with.

Sample Response 2: Yes. In my research and design class, I led our work group in presenting our marketing proposal to a local business firm. Here is a copy of our proposal, which was accepted and implemented.

PROGRESS CHECK QUESTIONS

facilitate class discussion and encourage students to pause and reflect on key topics as they progress through each chapter.

“The Progress Check Questions are on target, thought-provoking, and can be used effectively as the basis for classroom (or online) discussion.”

David M. Leuser, Plymouth State University

Progress Check Questions

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

DIVERSITY AND INCLUSION

Workforce diversity is described by a variety of dimensions such as ethnicity, race, age, gender as well as by secondary influences such as religion, socioeconomics, and education. An inclusive workplace embraces individual and group differences creating a sense of belonging throughout the organization. A diverse and inclusive workforce has distinct advantages. Work teams with different backgrounds and experiences bring different views on problem solving, team building, marketing, and a variety of other areas that are important to enhance organizational performance.

NOTES

Awareness of the World Around You

Topics

Economic trends
Job trends
Major political events
Cultural issues in your community
Health-related issues
Bills being voted on that may affect you
Cost-of-living trends
Sports-related news
Cultural activities

Sources of Information

Internet
Wall Street Journal
USA Today
Community groups and organizations
Professional associations
Local and national political representatives
Trade journals
Television
Social network (movies, plays, events)

NOTES BOXES highlight material directly related to chapter topics, providing reinforcement and enhancement of the subject matter.

CAREER PORTFOLIO ACTIVITIES

The development of your Career Portfolio is a central theme throughout the text. By completing Career Portfolio activities, you will learn to effectively showcase examples of your work, validating claims made on your resume and providing a complete picture of what you can do.

ACTIVITY 4.4

CAREER PORTFOLIO: Communication Skills

DEMONSTRATE COMMUNICATION SKILLS

Demonstrate your written and verbal communication skills with samples of your work. If done well, a writing sample and a visual sample of your communication skills can help distinguish you in your job search. Choose one or both of the options below, depending on what you know you can do best. Work with an instructor to ensure the quality of your samples. Save your samples to include in your Career Portfolio.

1. Written communication skills—writing sample
Write a one- or two-page description of one of the following:
 - Class project
 - Work or community service experience related to your career goal
 - Special distinction you earned (award, honor, etc.) related to your career goal
2. Verbal communication skills—visual sample

Create a video of yourself describing what you wrote about. You can use Vine, Vimeo, or any other platform you are comfortable with. Your video can be posted online and used to become part of your online Career Portfolio, or you can simply upload it to your iPad to show your targeted audience—for example, an employer during a job interview.

REFLECTION EXERCISES at the end of each chapter allow students to think critically about what they have learned and respond through an application-based exercise.

“The exercises are very useful and lend themselves to group discussion or activity.”

*James Rubin, Paradise Valley
Community College*

GOAL SETTING AND CAREER DECISION-MAKING

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

1. What am I trying to decide?

2. What do I need to know?

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

WHAT'S NEW

- New photos and images throughout
- Updated trends, statistics, and graphics throughout
- New Career Portfolio Activities
- New end-of-chapter Reflection Exercises

CHAPTER 1: CONNECTING TO TODAY'S WORKPLACE

- Updated data on types of social media sites used by employers to screen job candidates
- New data on Women in Management Occupations
- Expanded discussion on Diversity and Inclusion
- Updated statistics on Education and the Workplace

CHAPTER 2: SELF-ASSESSMENT

- Updated discussion of Values and Your Career Choice
- Revised discussion of 21st Century Skills and updated activity
- Updated material on Emotional Intelligence

CHAPTER 3: GOAL SETTING AND CAREER DECISION-MAKING

- Revised discussion of Your Definition of Career Success
- New discussion of Career Success and Gender
- New discussion of Career Success and Cultural Background

CHAPTER 4: PERSONAL DEVELOPMENT

- Updated discussion on Wellness
- New data on Types of Debt by Generation
- New end-of-chapter Reflection Exercise

CHAPTER 5: CAREER AND JOB RESEARCH TOOLS

- Updated data and discussion on high-growth careers
- Updated examples of emerging industries
- New Bureau of Labor Statistics labor market charts
- New end-of-chapter Reflection Exercise

CHAPTER 6: YOUR CAREER PORTFOLIO

- Updated Career Portfolio Activities by chapter
- Expanded list of Types of Digital Portfolio Software
- New Digital Career Portfolio Image-Technology student
- New Digital Career Portfolio Image-Graphic Design student
- New or updated sample Career Portfolio entries
- New discussion and image of LinkedIn Professional Portfolio
- New end-of-chapter Reflection Exercise

CHAPTER 7: SOCIAL MEDIA PROFILES

- Revised discussion of Professional Online Identity and Brand
- New section on Protect Your Reputation
- Revised discussion of Social Media Metrics
- New activity: Google Yourself
- New end-of-chapter Reflection Exercise

CHAPTER 8: CAREER NETWORKING

- New and updated Career Networking Cards
- Revised Career Portfolio Activity: Mini-Message and Career Networking Card
- New end-of-chapter Reflection Exercise

CHAPTER 9: INTERNSHIP AND CO-OP PROGRAMS

- Updated image of Sample Internship Project
- New end-of-chapter Reflection Exercise

CHAPTER 10: RESUMES AND JOB APPLICATIONS

- Updated resumes throughout
- Updated discussion and examples of Core and Custom Resume sections
- Revised activity: Draft Sections of Your Resume
- New section on Professional and Character/Personal References

- New Career Portfolio Activity: Create Your Reference Sheet
- New Career Portfolio Activity: Sample Job Application Worksheet
- New end-of-chapter Reflection Exercise

CHAPTER 11: LETTERS

- Updated letters throughout
- New end-of-chapter Reflection Exercise

CHAPTER 12: SUCCESSFUL INTERVIEWS

- Updated activity: Practice Interview Evaluation
- New data on How Long before You Get a Job Offer
- New end-of-chapter Reflection Exercise

CHAPTER 13: GROWING YOUR CAREER

- Revised discussion of Handling Problems with Your Boss
- New end-of-chapter Reflection Exercise

CHAPTER 14: CONTEMPORARY ISSUES IN THE WORKPLACE

- Updated discussion on Substance Abuse
- Updated statistics on Family Care issues
- New material on Workplace Bullying
- New material on Workplace Harassment
- New end-of-chapter Reflection Exercise



part **one**

Explore Your Potential

- 1** Connecting to Today's Workplace
- 2** Self-Assessment
- 3** Goal Setting and Career Decision-Making
- 4** Personal Development
- 5** Career and Job Research Tools



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“The best thing you’re ever going to do, you haven’t even thought of yet. You’re just getting started”

Ann Curry, former co-anchor, The Today Show

Connecting to Today's Workplace

After completing this chapter, you will:

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

It is important for you to have an awareness of the world around you as you prepare for today's workplace. Societal and economic trends affect your job and work environment. This chapter discusses how trends are reshaping your world of work by focusing on the major challenges today's workers face and how businesses and people are responding to these changes. The chapter also focuses on the skills and education you will need for success in today's workplace. A major part of your career success will depend on your ability to respond and adapt to these changes.

CASE STUDY

Maria's Career Launch

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

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

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

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

Discussion Questions

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

1.1 TRENDS AFFECTING YOU IN THE WORKPLACE

The workplace constantly changes in response to world events and trends. Social media, emerging job search technology, and the economy have had the most dramatic impact. An aging and diverse population and growth in entrepreneurial opportunities are other examples. Being aware of how these trends are shaping the workplace can help you better prepare for and manage your career.

SOCIAL MEDIA

The growth of social media in the last 10 years has reinvented career and job search management and how we connect to the workplace.

Employers have a presence on LinkedIn, Facebook, and Twitter to promote their company and attract qualified applicants. More employers are including review of candidates' online profiles as part of the screening process when hiring (Figure 1.1).

A survey by Jobvite, a company that makes technology products for employers and recruiters, shows LinkedIn continues to dominate the world of job search and recruitment. Jobvite's annual survey, Recruiter Nation, reports 92 percent of recruiters use social media to find qualified candidates. The survey reports LinkedIn is the most widely used social media tool used by 87 percent of respondents.¹

LinkedIn and Twitter are used to build professional networks, including linking employers and job candidates. In the past, Facebook was used primarily to build social networks but has evolved into a professional and job search tool. Social media have become such worldwide job search resources that, if ignored, can leave someone far behind in the job market.

¹Retrieved March 14, 2018, from www.periscopedata.com/resources/data-driven-growth-marketing?utm_source=google&utm_medium=cpc&utm_term=bi%20dashboard&utm_content=gds-keyword-custom-A-3.18&utm_campaign=GDS-generic-resource&utm_source=adwords&utm_campaign=&pd_adgroup=&utm_content=255785235261&utm_term=bi%20dashboard&gclid=EAIaIQobChMI6cfytKXs2QIVkIPIC3yJg0VEAEYASAAEgK_cfD_BwE.

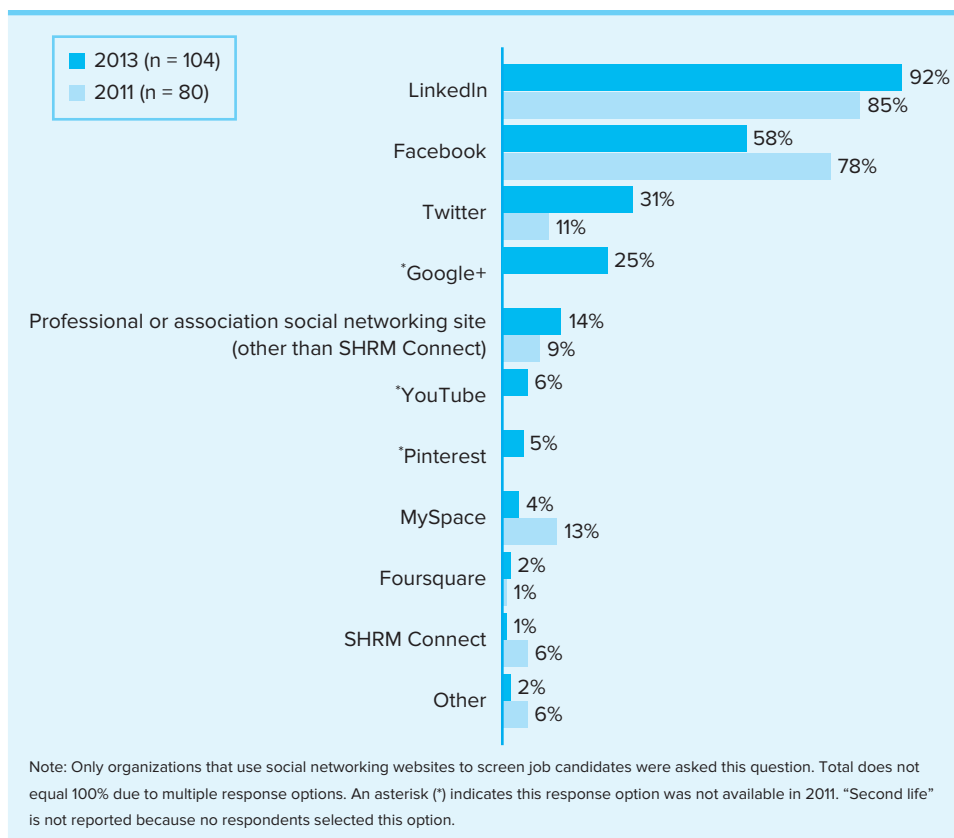


FIGURE 1.1
The Most Common Social Networking Websites Organizations Use to Screen Job Candidates

Source: Adapted from Society for Human Resource Management, "The Most Common Social Media Websites Organizations Use to Screen Job Candidates," www.shrm.org.

If managed well, use of social media can be an asset to a job search and career. Having a strong online profile is one way to promote yourself and gain access to potential job leads. This makes it important to pay attention to the quality of online profiles, particularly when searching for a job.

DIGITAL JOB SEARCH

In addition to the use of social media, employers have stepped up the use of other digital tools. Job search engines, resume boards, and company websites that include job boards, blogs, chat rooms, online videos, and links to industry networking groups are the most commonly used. The more employers rely on these resources, the more important it is for job searchers to know how to use these digital tools effectively. How well you manage your digital job search impacts your success with each step of the process from planning, searching, and being hired. The rate at which new job search technology is emerging can make an online job search seem confusing. Staying focused on managing the following four key areas helps prioritize your online job search efforts.

Public Image and Reputation On the Internet, your image is public. When you post an online profile or resume, participate in a blog or a chat room, virtually anything you do on the Internet can be viewed by others. Every comment, status, and post is captured and stored on a server so Google and other search engines can link to it. Being mindful of the image you build online puts you in control of one of your most important career assets—your reputation.

"Proficiency in social media is a differentiator now, but will soon be a qualifier."

Dan Schawbel,
managing partner,
Millennial Branding²

²Retrieved April 17, 2013, from <http://danschawbel.com/quotes/>.



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Job Search Documents Knowing how to prepare and distribute job search documents and supporting materials in various formats is important to a successful digital job search. This includes preparing an online resume, creating an online profile on social media sites, completing online job applications, and preparing an online Career Portfolio. Personal websites are growing in use and provide another option for you to distinguish yourself online.

Specific Skills Employers focus first on searching for specific skills that match particular job requirements. Paying attention to keywords used to describe skills on an online profile or resume is critical to linking to the right employers and jobs online.

Quality, Not Quantity The ease of accessing job information online often leads to an overreliance on the Internet in a job search. Employers find it difficult to wade through the mass number of applications received online, and candidates can spend more time at the computer than making valuable face-to-face connections. Targeting your job search helps focus on the quality of jobs you connect with versus the quantity.

Each of these areas is discussed in greater detail throughout the text. As changes occur in job search technology, the most important thing is to stay current on the basic tools to manage your reputation, create job search documents, highlight special skills, and target your search.

FACE-TO-FACE CONNECTION

With all of the focus on social media, it is important to remember that online tools play only one important part in a successful job search and career. They help you get your foot in the door. With or without an online presence, managing face-to-face connections is one of the most powerful ways to set you apart. When you network or interview for a job, face to face, you have the opportunity to demonstrate those intangible qualities not always obvious online, for example, social skills, body language, one-on-one communication skills, listening skills, high energy level, positive attitude, genuineness, and personal appearance. Face-to-face connections tell how well you might relate to others in a particular company culture. By building personal relationships, you can win the trust of others who can help you in more meaningful ways than your online connections. As more day-to-day interaction is done online, there is renewed importance in the role face-to-face connections play in distinguishing yourself in today's job market and workplace. Successfully combining online and offline strategies is the best approach to convince an employer you are the total package. Techniques for building strong face-to-face relationships are discussed in Chapter 4.

JOBS AND THE ECONOMY

Employment Rates

Getting and keeping a job throughout fluctuations in the economy requires focus and skill in both good and poor job markets. If you develop the right mind-set, you can be successful under most circumstances. Look beyond the unemployment rate. A high unemployment rate does not always equate to a lack of jobs, but almost always equates to more people competing for fewer jobs. Even when the unemployment rate is low and more people are working, many might not be in jobs best suited for them. Developing the right job search skills can help you successfully compete in most any job market.

Understanding some reasons for unemployment below can also help you overcome associated challenges in your job search.

Unemployment Rates

Business Closings and Downsizing When people have less money to spend, some industries are negatively impacted. The entertainment and retail industries are two examples. When there is a loss of jobs in an industry you are interested in, it is important to be knowledgeable about industries that continue to thrive even in a weak economy. Accounting, finance, health care, and technology are just a few examples.

Mismatch of Skills, Education, and Experience A survey from the Society for Human Resource Management (SHRM) shows that 66 percent of hiring firms have trouble finding workers for specific positions. Yet, the number of unemployed remains high.³

Skills Gap The skills gap refers to the difference between skills needed to perform a job and the skills possessed by applicants. Applicants are either underqualified or overqualified for available positions. Wide differences in education and experience levels contribute to this imbalance.

Changes from Job to Job Some short periods of unemployment occur when someone is between jobs moving from one position to another. This may occur because of the need to relocate or just the difference in timing between ending and starting a new job. This type of unemployment can be beneficial to others in a job search since there are positions being left vacant as a result of moves to other positions.

"Rusty" Job Search Skills Some unemployed people are not conducting effective job searches because they are not up to speed on technological changes that have occurred in the job search process.

Underemployment

Underemployment increases during periods of high unemployment. This includes people working in a lower capacity than they are qualified for including in lower-paid jobs or for fewer hours than they would like to work.

Transition Opportunities Transition opportunities are job opportunities that become available to job seekers during their job search. Although a transition job might not meet a person's criteria for an ideal job, it might provide experience, contacts, or income that can move the individual closer to his or her goal.

Transition opportunities and other strategies for dealing with unemployment are discussed in greater detail in Chapter 13.

Globalization and Outsourcing U.S. companies are doing more business in other countries to compete in the global marketplace. One outcome is outsourcing work outside the United States. The complicated U.S. visa system makes it difficult and expensive for employers to hire foreign workers in this country. The advantage to outsourcing is keeping costs low because firms can pay lower wages to workers in other countries and minimize visa issues. Call center outsourcing to India is an example. The disadvantage to the United States is a loss of jobs.

Financial Markets Financial markets grow and create jobs. Gains in financial markets cause consumers to be more confident and increase spending. When spending goes up, the number of jobs increases. The housing market is an example. A housing recovery drives job growth in a number of industries, including construction, real estate, banking, utilities, and home goods retail. During a housing market crisis, defaults on mortgage payments and home foreclosures rise. Credit counselors are in greater demand to help people manage resulting debt. Financial counselors, sometimes called prevention counselors, help people create a financial plan to avoid home foreclosures.

Technology Technology reduces the dependence on labor in many sectors. It is common for jobs to be divided into simpler, routine tasks that can be handled by technology. Online shopping and online banking are examples. When technology either replaces or reduces jobs,

³Danielle Kurtzlebe. (March 28, 2013). "Surveys Find Employers Have Too Few and Too Many Qualified Workers." *U.S. News*. Retrieved April 16, 2013, from www.usnews.com/news/articles/2013/03/28/surveys-find-employers-have-too-few-and-too-many-qualified-workers.

new technology jobs are created usually resulting in net job creation requiring different skills. For example, cloud computing and social networking provide low-cost resources for new business development and create new jobs. Application software developers (apps developers) create new applications for computers, phones, and other electronic devices. Social media consultants advise businesses on how to optimize use of social media to grow business.

ACTIVITY 1.1

Researching Job Growth Trends

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

1. _____
2. _____
3. _____

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

Progress Check Questions

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

DIVERSITY AND INCLUSION

Workforce diversity is described by a variety of dimensions such as ethnicity, race, age, or gender as well as by secondary influences such as religion, socioeconomic, and education. An inclusive workplace embraces individual and group differences creating a sense of belonging throughout the organization. A diverse and inclusive workforce has distinct advantages. Work teams with different backgrounds and experiences bring different views on problem-solving, team building, marketing, and a variety of other areas that are important to enhancing individual and company performance. In Chapter 14, expanded discussion of diversity and inclusion in the workplace will help you understand its impact on your own career.

“By 2050, there will be no majority race.”

America's Career Resource Network (ACRN)⁴

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

Ethnicity and Race A landmark study, *Workforce 2020*,⁵ points to the impact that ethnic diversity in the labor force has on changing the workplace. Kraft Foods is an example

⁴America's Career Resource Network. (2009). “The Economic Challenge.” Retrieved March 12, 2009, from <http://cte.ed.gov/acrn/econchal.htm>.

⁵R. W. Judy and C. D'Amico. (1997). “Workforce 2020: Work and Workers in the 21st Century.” Retrieved September 1, 2009, from www.eric.ed.gov/ERICDocs/data/ericdocs2sql/content_storage_01/0000019b/80/16/bb/41.pdf.

of a company responding effectively to its diverse workforce. Through the development of diversity network groups, Kraft uses employee councils to build employee development.

Through 10 employee councils (African-American Council, Hispanic Council, Asian-American Council, Women in Sales Council, Black Sales Council, Women in Operations, Hispanic-Asian Sales Council, Rainbow Council, Professional Support Council, and the African-American in Operations Council), Kraft takes an active role in mentoring and supporting its diverse workforce.⁶ One example of its work includes outreach to college and university internship programs to source new talent in addition to internal professional development programs.



©Michaeljung/123RF

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

Age Age diversity is the inclusion of employees of all age groups in the workplace. Each age group brings diverse skills and strengths. Older workers bring historical perspective on traditional approaches to workplace issues. Younger workers who bring an understanding of the modern market may better identify and apply technology solutions and may be more flexible in considering multiple viewpoints and solutions to business problems. All age groups can learn new ideas and new ways of thinking from each other (Figure 1.2).

Although there are advantages to age diversity in the workplace, there is also the potential for some unique challenges. Older workers may need more technology training,

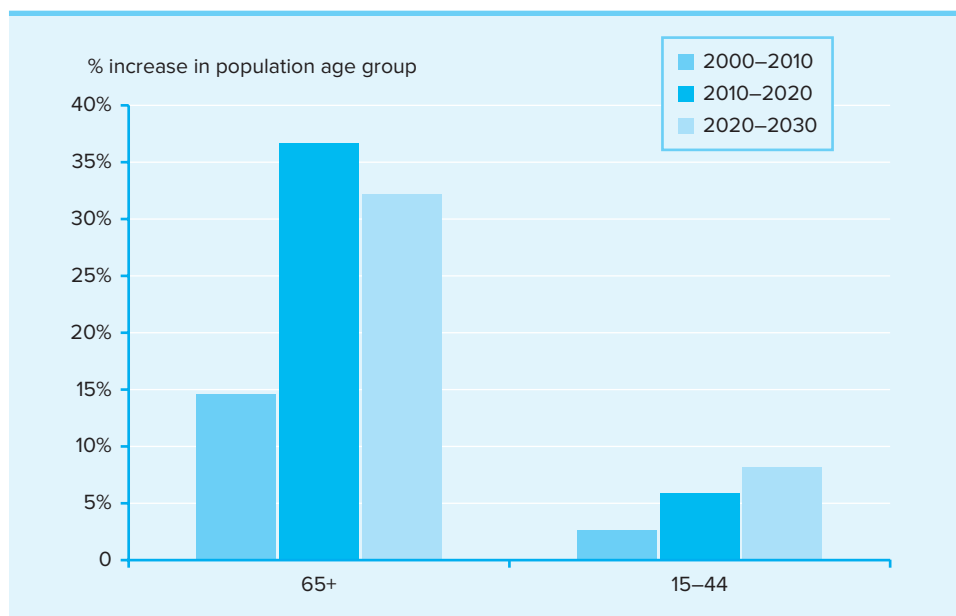


FIGURE 1.2
The Aging Workforce

⁶Diversity Careers (December 2010/January 2011). "Kraft Foods Provide Millions of Products for Consumers Worldwide." Retrieved October 21, 2013 from www.diversitycareers.com/articles/pro/10-decjan/dia_kraft.html.