

## Focus on Tomorrow

**Careering and Re-Careering for the 1990s: The Complete Guide to Planning Your Future**, by Ronald L. Krannich.

Is "careering" a verb? And what in the world is "re-careering"? Author Ronald Krannich defines the former as "the process of preparing to enter the job market with marketable skills to land the job you want." Re-careering is "the process of repeatedly acquiring marketable skills and changing careers in response to the turbulent job market of the high-tech society." Re-careering, he says, is an action-oriented concept that requires flexible thinking about work and the ability to anticipate, prepare, and adapt to work-related change.

In *Careering and Re-Careering for the 1990s*, Krannich takes a progressive look at career planning. He focuses on strategically positioning yourself in the changing and often uncertain job market by arming yourself with realistic know-how about your current skills and the skills training you need. He also offers advice on helping you evaluate your options if you really aren't sure of your direction.

He presents the thesis of his book: "The future may not be predictable but it is something you can shape for yourself. You must first know where you are at present and then develop a clear vision of where you want to go. But most important of all, you should develop and implement a plan of action for making your vision come true."

Krannich aptly describes the chapters as moving from "description and explanation to prediction and prescription." These are the three section heads and some of the accompanying how-to chapters:

■ Part I, "Prepare for Turbulence and New Opportunities," analyzes industries, occupations, and job markets and makes projections



about the future. Chapters identify changing occupational profiles, the best jobs for the 1990s, how to acquire necessary skills through education and training, and how to finance your choices.

■ Part II, "Develop Powerful Careering and Re-Careering Skills," outlines steps and strategies for conducting effective job searches. Chapters look at researching the job market, identifying and communicating your strengths and skills, developing career and job-search objectives, writing effective resumes, and networking and interviewing successfully.

■ Part III, "Create Your Own Opportunities Through Advancement, Relocations, and Entrepreneurship," addresses career and lifestyle opportunities you can create yourself. Krannich offers suggestions for revitalizing your career by switching to alternative work patterns, relocating to a community that better suits your job and lifestyle ambitions, starting your own business, and learning to "implement" your future.

The book is packed with practical advice, updated employment statistics, and comparative lists on such topics as the fastest-growing occupations, the best cities to live in, the most common mistakes employers find in resumes, and ideas for get-

ting your foot in the door and making that first impression. Three appendices offer sample resumes, letters (cover, approach, thank-you, and job rejection or acceptance), and where-to-find-it sources and bibliographies.

Consecutively read, the chapters make up a full "re-careering" strategy, although the reader who wants to skip around—say, to find out only about conducting a long-distance job search—will also find the book helpful and accessible.

Krannich is president of Development Concepts Inc., a training, publishing, and consulting firm that specializes in career and travel topics.

*Careering and Re-Careering for the 1990s: The Complete Guide to Planning Your Future*. 321 pp. Manassas, VA: Impact Publications, 703/361-7300, \$12.95. With your order, ask for a free copy of Impact Publications' "Free Careers Catalog." **Circle 180 on reader service card.**

## Jumpstart Your Career Fantasies

**Getting Ahead**, by Professional Training Associates Inc.

Is your career at a standstill? Do you feel deprived of opportunity? Does advancement in your company or field seem like a fleeting fantasy? Professional Training Associates Inc., the publishers of this slim career-planning guide, encourage taking "a good look at the full expanse of your career world. Look to each side of your career path, and then look as far ahead as you can." You'll probably discover some new career options that you hadn't noticed before.

"Examining career plateaus in the life paths of successful people proves one thing: road blocks need not be permanent. Later on, career detours can often be seen to have had great value."

# Books

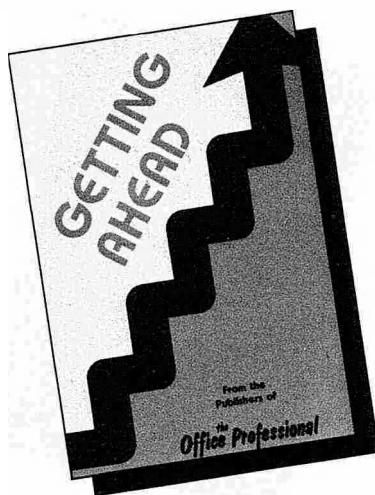
Some of the concisely-stated strategies for *Getting Ahead* include thinking of job-related skills in terms of three categories:

- **Transferable skills**, which can be used in any position, in any industry, and at any time (such as forecasting, conceptualizing, and problem solving);
- **Professional knowledge skills**, which are important, but not always transferable and not necessarily a sure ticket to advancement (such as technical knowledge of an industry, an organization, or a specialty field);
- **Personality skills**, which are learned skills that can often make or break a person during the hiring, firing, review, and promotional processes (such as assertiveness, punctuality, diplomacy, and reliability).

The publishers give the reminder that negative thinking can affect your future significantly and that the ability to deal positively with feelings of frustration is a major success skill. "When a person thinks a negative thought, a feeling of depression is triggered within. . . . That feeling typically causes the person to take some negative action or prevents [the person] from taking any action at all. Negative feelings block the enormous supply of unused energy that is waiting to be tapped in everyone.

"People who reach their highest potential have learned to use positive thinking to draw on that energy for creativity, clear thinking, and sensitivity to other people. Positive thinkers tend to be spontaneous, charming, and witty. They are not only effective in their work but are also the kind of people who are fun to be with and are supportive of the efforts of others.

"Once a person establishes momentum around either the positive or negative emotional pole, round and round he [or she] goes, either building energy toward improved performance or slowly losing concern about . . . work. One pole offers optimism and self-



motivation, the other discouragement and self-defeat."

The main chapter topics of this soft-cover book, which has much more of a self-help tenor than *Careering and Re-Careering*, are

- getting what you really want;
- capitalizing on your experience;
- making the most of your talents;
- packaging your talents and promoting your abilities;
- ten of the toughest questions job interviewers ask—and how to answer them;
- the ABCs of interviewing for promotion;
- getting a better-than-average raise;
- getting a stalled career moving again;
- career breakpoints;
- boosting your job satisfaction.

Illustrating many of the topics are brief outlines of particular job-related concerns, such as job frustration or career plateauing, along with proactive, take-charge strategies: "Everybody has hard times, even people who aren't exploring new territory. Gripe and complain all you want, but don't give up your goals. Complain dramatically for 10 minutes. Warn your family ahead of time. . . . Get them to listen. They can even join in. . . . After venting your frustration for 10 minutes, get out a pencil and paper and write a

'problems' list. Then start at the beginning, designing first steps to overcome the problems or go around them. . . . Remember that success is getting up one more time than you are knocked down."

Other tips and techniques on getting yourself noticed are more specific: keep a current resume, develop a portfolio, accumulate public relations materials, maintain a positive outlook, keep a work journal, and broaden your perspective. Real-life examples of people who followed those tips to their advantage are scattered throughout the chapters.

The stated target audience of *Getting Ahead* is office professionals and support staff bent on "moving up in the office." Yet the advice issued through the easy-to-read methods and examples lends itself toward a broader audience. The booklet could be used as a companion piece to a career-development seminar or as a guide in a role-playing training exercise.

The publishers' intent is to light a fire under people who may not have obvious advancement opportunities in front of them (who does?) and encourage them to take a hard look at their own goals and some options for achieving them. "In the absence of the possibility of immediate promotion, personal and professional growth are still practical objectives. Job satisfaction, motivation, and growth are tightly bound together. If you can increase your job satisfaction, you will be better motivated to plan and pursue your own personal and professional growth.

"Don't wait for someone else to design the important elements of job satisfaction into your job. Take charge of your own future. Make your own plan to pursue mastery, autonomy, relationship, and change in your own life. It will help you get ahead. . . . [and will put] you in a good position to take advantage of more rewarding job opportunities when they appear."

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*Getting Ahead.* 96 pp. Round Rock, TX: Professional Training Associates Inc., 800/822-7824, \$7.50.  
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## Envision the Future

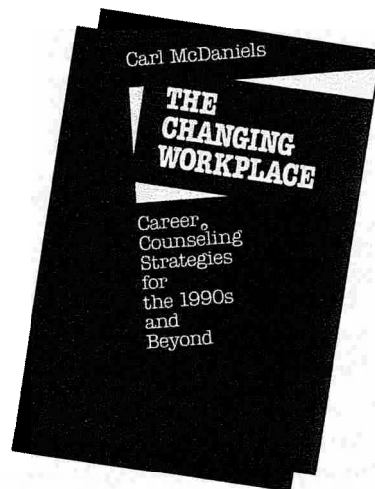
**The Changing Workplace: Career Counseling Strategies for the 1990s and Beyond**, by Carl McDaniels.

In *The Changing Workplace*, Carl McDaniels takes a no-nonsense look at tomorrow's workforce. Written specifically for career counselors in educational institutions, as well as human-resource professionals in public and private industry and government who deal extensively with career development, the book is a well-researched summary of the research and analysis of labor organizations, government bureaus, and futurist writers.

Of the three books reviewed in this column, McDaniels's makes the strongest public-policy statement about the upcoming world of work in the United States. His multi-perspective presentation is more long-range and broad-reaching than those of the other authors, who focus primarily on the personal implications of a changing workplace.

Parts I and II discuss methods for forecasting the future of work, and various viewpoints on what to expect and do to meet the challenges. The author includes figures and tables from the Bureau of the Census and the Bureau of Labor Statistics, most of which have 1987 or 1988 copyrights. He increases the "user-friendly" factor with a summary entitled "What Should Counselors Do?" and an annotated listing of topical resources at the end of each chapter.

McDaniels uses an interesting traffic-light metaphor to present three different forecasts of the future of work and the projections of such contemporary forward



thinkers as Cetron, Cornish, Feingold, Naisbitt, and Toffler.

The "green or go scenario" signals "a fast-paced future with a high-technology, high-touch, highly visible, computer-driven workforce and a highly robotized industrial workplace." In that future, Cetron forecasts new major occupational fields for the 1990s, including housing rehabilitation, laser processing, robot production, holographic inspection, bionics manufacturing, nuclear medicine, and computer-assisted graphics. Cornish describes some possible new-age work settings that may become as common as automated banking machines: electric-car service stations, brain-food stores, genetic engineering technology, and so forth. Some of the projections are far-fetched and trendy, although many are plausible, and McDaniels urges readers not to discount the possibilities.

The "yellow or caution scenario," which represents the view of many government data sources, envisions evolutionary rather than revolutionary workplace changes. "Through the 1990s most jobs will become available as the result of replacement jobs [rather than the elimination or creation of them]. Among occupations, however, the number of re-

placement jobs, and the proportion of total job openings created by replacement needs, will vary significantly. The occupation's size, the earnings and status of workers, length of training required, average age of workers, and proportion of part-time workers will determine the number of replacement jobs in an occupation."

The "red or stop scenario" paints a bleak picture of both today's and tomorrow's workplace: unemployment and underemployment based largely on a combination of the shift away from manufacturing, down-scaled jobs, dislocated workers, a dwindling middle class, and weakened job opportunities for college graduates.

Part III takes a look at career trends, opportunities, and growth industries in the changing workplace, such as entrepreneurial endeavors, small businesses, and alternative work strategies (for example, flextime, compressed work weeks, and computer networks between the home and office). Part IV discusses a six-stage view of life, leisure, and work and career-counseling techniques to link those interests. There's nothing startling or different here, though McDaniels calls some of the more innovative pursuits "wild cards in the work game."

McDaniels touches briefly on numerous subjects, many of them too lightly. His quick treatment of everything from robotics to emerging economic trends can be overwhelming. Yet he seems aware of the plethora of data available and acknowledges that wading through it all can be daunting.

"No one ever knows all there is to know about the information in this or any other scenario, because it is always subject to review, revision, and debate. This is a dynamic, not a static field. Today's data are perishable and subject to change without notice. Courses taken a decade ago are out of date. Therefore, counselors must constantly strive to keep

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up with new reports. Fortunately, there are ample ways to do that."

The nature of the book suggests that McDaniels is a forward thinker himself. Yet he tempers his expansive view with a healthy sense of realism. In forecasting the future, he recommends that readers be skeptical, seek multiple sources, confirm credentials, keep an open mind, look for regional and state reports, and seek local sources.

*The Changing Workplace* differs from mainstream career-planning books in that the emphasis is on personal counseling rather than business strategizing. Most valuable are the resource listings and the suggested readings throughout the book.

*The Changing Workplace* is not a "10 easy steps" book; it is a solid

starting point for finding demographic information, trends, predictions, and sources. McDaniels has done extensive research, and his information is plentiful, up to date, and well-attributed.

The author is a professor and program area leader of counselor education at Virginia Polytechnic Institute and State University in Blacksburg, Virginia. He is also project director for the Virginia Career Information Delivery System.

*The Changing Workplace: Career Counseling Strategies for the 1990s and Beyond.* 255 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$23.95.

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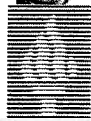
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