

## PERSONAL DEVELOPMENT:

**How to Work with Search Firms in your Job Search.** Recruiters work to satisfy the needs of the employer. Review tips to help you be the most attractive candidate at: <http://www.pohly.com/how2.html> .

**Improve Your Memory - Developing Your Ability to Remember.** Whether it's remembering key statistics during a negotiation, or quoting a precedent-setting action when making a decision, or impressing clients with your knowledge of their product lines - your ability to remember is a major advantage. People with good memories are often seen as knowledgeable, smart, competent, and dependable. Review techniques you can use to develop your own ability to remember information, and then recall it when and where you need it, at: [http://www.mindtools.com/pages/article/newlSS\\_95.htm](http://www.mindtools.com/pages/article/newlSS_95.htm) .

**When Bad Employers Happen to Good People.** The secret to getting your career back on track after working for a notorious employer is to explain your tenure at the sullied organization honestly and diplomatically. Don't let your embarrassment about the company's fate cause you to play down your achievements there. Focus on what you did, the results that were achieved, and how that experience has prepared you well for the position for which you are interviewing. Read more at: <http://www.washingtonpost.com/wp-dyn/content/article/2008/06/21/AR2008062100603.html> .

**Fast Track Your Job Search Through a Professional Association.** Every industry, profession, specialty, or trade most likely has at least one professional association. These organizations can be a great conduit for inside information, overall trends and new developments. Professional associations can be one of the best avenues to get on the inside and to reap referrals and leads for opportunities that will never make it to the outside world. Read more at: [http://www.milwaukeejobs.com/library.asp?pagemode=1&aid=2159&ra\\_id=227](http://www.milwaukeejobs.com/library.asp?pagemode=1&aid=2159&ra_id=227) .

**Advice to a Young Professional.** Success is derived from courage, drive, energy, passion, ambition, enthusiasm, excitement, initiative, discipline, a dream and enough self-confidence to keep trying. Everything you'll want in professional life (and outside it) will come from another person: a client, a colleague, a superior or a subordinate. Character is the most important thing you should look for in a partner, an employee, a client, a boss or a supplier. Read more at: <http://www.consultingmag.com/articles/781/1/Advice-to-a-Young-Professional/Advice-to-a-Young-Professional.html> .

**Leadership by the New Generation.** "New generation" leaders are a scarce commodity, and should be nurtured as such. And new generation leaders themselves need to understand the differences in outlook between themselves and old leaders, and manage their working relationships appropriately. If you want to hire and keep the best and brightest people, the ones who will lead your company into the future, then you must create a work environment that's tailored to their values and priorities. Review suggestions at: [http://www.mindtools.com/pages/article/newLDR\\_59.htm](http://www.mindtools.com/pages/article/newLDR_59.htm) .

**Building Self-Confidence.** All other things being equal, self-confidence is often the single ingredient that distinguishes a successful person from someone less successful. Self-confident people are generally more positive – they believe in themselves and their abilities, and they also believe in the wonders of living life to the full. Building self-confidence is readily achievable, just as long as you have the focus and determination to carry things through. Review steps to self-confidence at: <http://www.mindtools.com/selfconf.html> .

**Does Their Corporate Culture Pass Your Sniff Test?** It's imperative to discover the true nature of corporate culture before you accept a job offer. Beyond newsstand publications try the Harvard Business Review, HR trades and journals. Another option is networking with people who either currently or recently worked in the organization. Mining social media sites can provide you with a fast and easy source for those contacts. You may be surprised to learn that employees and former employees are only too happy to receive your unsolicited e-mail and to offer you guidance. Read more at: [http://blog.fastcompany.com/experts/rweston/2007/05/does\\_their\\_corporate\\_culture\\_p.html](http://blog.fastcompany.com/experts/rweston/2007/05/does_their_corporate_culture_p.html) .

**What You Don't Know about Headhunters: 10 Tips.** It is smarter to forge relationships with recruiters when you are not in a hurry to move — that way, a recruiter could contact you as positions became available. Not only is that how they prefer to work, it's a far surer path to making a change. Learn what makes recruiters tick at: <http://www.cfo.com/article.cfm/10553203> .

**Your Trust Quotient.** Trust is the glue that holds together the networked relationships defining the new economy. The ability to trust and be trusted is at the core of business as well as personal relationships. Take the Trust Quotient self-assessment test and find out your TQ at: <http://trustedadvisor.com/trustQuotient/dm> .

**Can't Get No Satisfaction.** Fewer than half of workers were satisfied with their jobs in 2007, according to a survey of 5,000 people conducted by a marketing information company and sponsored by The Conference Board. As a culture, we expect more from work, but ultimately our job satisfaction is up to us. We're responsible for our own happiness. In today's rapidly changing environment, workers need their own intrinsic motivation. You have to know your own personality and what makes you want to get out of bed in the morning. Finding a company that lets you use your skills and express your values is a plus. Read more at: [http://www.ajc.com/hotjobs/content/hotjobs/careercenter/articles/2008/04/25/0427\\_satisfied.html](http://www.ajc.com/hotjobs/content/hotjobs/careercenter/articles/2008/04/25/0427_satisfied.html) .

**Five Essential Qualities of Leadership.** Great leaders have the ability to separate what is immediately pressing from what is truly important. Values are the stuff upon which reputations are built. By whatever means a person attains a leadership position, there are five essential qualities that he or she must possess to be successful as a leader over time. Read more at: <http://www.leader-values.com/content/detail.asp?ContentDetailID=98> .

**The X Factor - The Skills MBA Recruiters Want.** The X-factor can best be described as an entrepreneurial spirit or a drive and enthusiasm that makes this person stand out from the crowd. Most MBA employers take the analytical and problem solving skills as a given when they look at MBAs. They really do focus on the soft skills when they make their hiring decisions. In a survey of 508 MBA employers from around the world, people skills, strategic thinking, and leadership were the three most important qualities for their MBA hires. Read more at: [http://www.topmba.com/mbacareers/mba\\_careers\\_news/article/the\\_x\\_factor\\_the\\_skills\\_mba\\_recruiters\\_want](http://www.topmba.com/mbacareers/mba_careers_news/article/the_x_factor_the_skills_mba_recruiters_want) .

**Top 7 Leadership Skills for Business Success.** The right leadership style is essential in order to reach your goals. Well-honed leadership skills are the most important component of being a success in the business world. Review leadership rules to live by that will help you reap the rewards of contributing to your business or company effectively in the 21st Century at: <http://top7business.com/?id=3632> .

**Building Effective Relationships with Recruiters.** Today's highly competitive job market requires you to employ various strategies when conducting a job search. Executive recruiters are usually specialized by industry and/or function. A recruiter's primary goal is to make a placement, so if you are unclear about your job targets or you are open to any opportunity that comes up, a recruiter is probably not your best option. Review recruiter's daily responsibilities/challenges and some recommended strategies you should use in order to get their attention at: <http://www.localcareers.com/seekers/articles/article.cfm?ID=253> .

**The No-Time Networking Plan.** Focus on meeting people more often during the things you already have to do. This way, you can relax and let that "networking time" come to you. The greatest thing about this little networking plan is that it requires no (extra) time at all. It does, however, require a little bit of guts. And the more guts you have, the more you'll meet success. Read more at: <http://www.inc.com/resources/sales/bio.html> .

**Life At Work: Micromanagers Need to Think Through Fears, Quit Hovering.** You need to understand why you're micromanaging and develop skills to allow your team to produce while you focus on leading. As you let go of fears about creating a different relationship with your team, you'll break your micromanagement habit. Review tips on how to avoid micromanaging and have a successful team at: [http://www.dallasnews.com/sharedcontent/dws/bus/casual/stories/DN-p2quitmicro\\_09bus.ART.State.Edition1.4662cc7.html](http://www.dallasnews.com/sharedcontent/dws/bus/casual/stories/DN-p2quitmicro_09bus.ART.State.Edition1.4662cc7.html) .

**The 'Last Lecture' by Randy Pausch (Carnegie Mellon University).** Despite Dr. Pausch's medical condition (terminal pancreatic cancer), the focus of his lecture was on life and living it well. Some of the lessons he shared are:

*What Not to Do:*

1. Do not give up striving for your dreams: Even if you do not achieve them, there is still a lot that you can gain out of trying.
2. Do not give up when you fail to get what you want: You have gained experience in the process instead.
3. Do not give up when you face obstacles in your path. The obstacles are there for a reason: Not to keep you out but rather, let you prove how much you want something.

4. Do not feel offended or discouraged when other people point out your mistakes and shortcomings. They do so because they care and want to help you become better. When no one points out to you that you have done a bad job, it just means that all of them have already given up on you.
5. Do not complain and whine: Doing so does not help you to solve the problem. Instead, work harder. That will be more helpful to you in the long run.

#### *What to Do:*

1. Always maintain a sense of fun and wonder, no matter how old you are.
2. Be optimistic and enthusiastic in all aspects of life.
3. Treasure people over things: Human beings and relationships are more valuable than material goods.
4. Work and play well with people by: Telling the truth and living with integrity. Apologizing properly. Being patient when managing people whom you do not like or work well with. No one is pure evil. Wait long enough, and those people will show you their good side.
5. Remember to show gratitude to those who have helped you.
6. Live your life the right and proper way, and the larger forces will take care of things. Eventually, your dreams will come to you.

Read more at: [http://personaldevelopment.suite101.com/article.cfm/the\\_last\\_lecture\\_by\\_randy\\_pausch](http://personaldevelopment.suite101.com/article.cfm/the_last_lecture_by_randy_pausch)

View lecture at: [http://www.youtube.com/watch?v=ji5\\_MqicxSo](http://www.youtube.com/watch?v=ji5_MqicxSo)

2008 Commencement address: <http://www.youtube.com/watch?v=RcYv5x6gZTA>

**It Worked For Me: Career Advice from Top CIOs.** Regardless of the title we bear, we are all on a career path and could all benefit from the perspective of those who have travelled a similar course. Review suggestions and see how they impacted an individual in developing their career paths at: <http://www.cio.com.au/index.php/id:1265345649> .

**Spilling the Beans: What Nobody Else at Work Will Tell You.** The reality is that the workplace is filled with “fine lines.” Knowing how to stay on the right side of these equations requires an understanding of the rules – and how to succeed within them - of the workplace. Unless some kind soul is willing to enlighten you, you often don’t really know if there is an issue with your dress, manner, communication style – or anything else, for that matter. And as a result, you don’t even know that you’re making mistakes in the first place. Review some of the rules at: [http://www.elizabethfreedman.com/articles/index.php?article\\_id=47](http://www.elizabethfreedman.com/articles/index.php?article_id=47) .

**Creating Brand You.** Once you've established your brand, you have to think about giving quarterly updates on its performance to clients — namely your boss, your customers, the landlord, your mother, even the guy who gets your bagel order wrong every day, as if you weren't a well-defined person with well-defined tastes. Review readers comments and suggestions on personal branding at: [http://www.businessweek.com/magazine/content/07\\_34/b4047419.htm](http://www.businessweek.com/magazine/content/07_34/b4047419.htm) .

**Using the Web to Search for a Job.** The job hunt is largely about people and it's about networking — looking at who you know and where they work. A key to success in the future is that technology is going to have to adapt in a way that makes it easier to connect with people. They're trying to create assessment environments where the job seeker puts in an eHarmony-type profile and the company puts in an eHarmony-type job description. Then technology magically brings those two personalities, people, and company together — hopefully for a good match, for the perfect match. Marketing is becoming much more fragmented, and you see companies trying different outlets, whether they be social networking or blogging or video. Read more at: <http://www.usnews.com/articles/business/careers/2008/02/25/using-the-web-to-search-for-a-job.html> .

**Courting Your Career.** Author Shawn Graham draws parallels between hunting for the perfect job and locking down that perfect relationship. Companies, like people, want candidates to understand who they are. They want to hear something that's unique to them, to know that you get them and that you aren't just going through the motions. People underestimate the importance of relationships and how those relationships might open doors to them in organizations. Instead of thinking about what the best job for them is, or what puts them in the best position for the future, a lot of job seekers too narrowly define their search based on location and different variables. It's important to cast a wide net, to get to know people and develop relationships -- before you need them. Read more at: <http://www.fastcompany.com/node/641159/print> .

**So, How Did I Do?** Hiring managers know that most candidates who ask this question really don't want to know how poorly they did in the interview. Instead, they are feeling the recruiter out to determine whether they are going to get the job. Despite the overwhelming urge to roast the candidate, this is when recruiters really need to be sensitive to the candidate and respond cautiously. Review comments and suggestions from the hiring manager's perspective at: <http://www.ere.net/articles/db/745892F24BC24114AF23E510A4242582.asp> .

**Should You Take Notes in an Interview?** The suitability of taking notes will depend on the environment in the room. You have to vary your approach based on who you're talking to. Review comments from career authorities with a diversity of answers at: <http://www.jobsinthemoney.com/news.php?articleID=486> .

**Gen Y, Gen X and the Baby Boomers: Workplace Generation Wars.** Relations among the generations seem to be at a low point. Gen Y (defined as people born after 1982) thinks Gen X (spawned between 1961 and 1981) is a bunch of whiners. Gen X sees Gen Y as arrogant and entitled. And everyone thinks the Baby Boomers (1943 to 1960) are self-absorbed workaholics. There is a lot of generational tension around the use of technology and work ethics. It is important to remember that generalizations about the generations are just that. Age defines a demographic, not a person. We are, after all, talking about millions of individuals, each with his or her own unique set of work and life experiences. Read more at: <http://www.cio.com/article/178050> .

**The End of Work as We Know It.** The way we think about work now is going to become obsolete. Work life and home life will be blended in a way that makes each more rewarding. If you are honest with yourself about what you'd really like for your life, you'll probably find that you fit in just fine with the future of the workplace. The changes that are coming to the workplace reward people who have strong relationships, entrepreneurial spirit, and a talent to leverage. People who don't love their work won't get any. People who don't have strong personal ties will have no idea what the point of work is. Read more at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=2228](http://www.jobjournal.com/article_full_text.asp?artid=2228) .

**The Cause Effect: Motivated Workers.** In most organizations, policies and practices to attract and motivate the workforce were established with older generations, the Traditionalists and Baby Boomers, in mind. The mind-sets of the younger generations, Generation Xers and Millennials, are markedly different. Millennials are far more socially minded than any previous generation because they've been the most exposed to social issues. Employees have the highest intrinsic motivation for their jobs when their company's purpose and practices reflect their own values and desires. Read more at: <http://www.informationweek.com/story/showArticle.jhtml?articleID=205918106> .

**Don't Be Evil For Your Employer.** When you need to pay the bills, where do you draw the line between taking care of business and selling your soul? Ethical dilemmas at work are rarely black and white. Read more at: <http://www.theglobeandmail.com/servlet/story/RTGAM.20080204.wlethics04/BNStory/lifeWork/home> .

**Negotiating the Executive Compensation Package.** Negotiating is an art. Master it and your career has the potential to soar. Crash and burn and you could be stuck. Kurt Weyerhauser, managing partner of an executive search firm in California says, "real talent will always have the upper hand because they are always in short supply. Also, any company seeking to fill a vacancy has an immediate need, thus putting pressure on them to fill the role and doing whatever is necessary to do so. It's no longer simply a matter of demanding a particular figure and walking away if you don't get. Understand the value of a particular position. In the end, it's about the fine art of compromising without necessarily compromising." Read more at: <http://www.dricareers.com/articles2b.aspx?id=252> .

**Tricks to Remembering Names.** Being able to remember names helps you build instant rapport with new contacts, and, as many companies place a premium on interpersonal and relationship-building skills, it makes a decidedly good impression on employers. Review techniques to help you remember the names of everyone you meet at: <http://www.cnn.com/2005/US/Careers/07/22/names> .

**Switching To Green-Collar Jobs.** "Green-collar jobs" are on the rise — the current tally of 8.5 million U.S. jobs in renewable-energy and energy-efficiency industries could grow to as many as 40 million by 2030, according to a November report commissioned by the American Solar Energy Society. Marie Kerpan, formerly a career adviser at Drake Beam Morin, anticipating the looming trend of green career-changers in 2000, positioned herself as an environmental career consultant. Her company, Green Careers, has helped thousands of people assess what

cause their skills and interests are best suited to — which could be anything from renewable energy to water conservation — and has helped them get hired. Most of her clients come from middle management or higher, and are seeking what she calls a path-of-least-resistance move, "doing something they already know how to do and putting it in the context of the green agenda." Read more at: [http://www.businessweek.com/managing/content/jan2008/ca2008018\\_005632.htm](http://www.businessweek.com/managing/content/jan2008/ca2008018_005632.htm) .

**Fibs Flow on Job Applications.** Call it lying, fibbing, embellishing the facts, or stretching the truth. Whatever the term, the practice of "enhancing" a résumé and inflating accomplishments or earnings flourishes. "The problem is, you don't know where they'll lie again," says a job placement director, noting that the practice raises concerns about a candidate's overall ethics. Dishonesty is easier to detect than ever before. More companies are implementing comprehensive and sophisticated background checking mechanisms. Read more at: <http://www.csmonitor.com/2007/1231/p14s03-wmgn.html> .

**The Worst Way to Shake Hands.** Prospective employers said they're more likely to overlook visible body piercings and tattoos than an ineffective handshake. When you shake hands with people upon meeting, they're two times more likely to remember you than if you didn't shake hands. Review 10 nightmarish handshakes to avoid at: <http://edition.cnn.com/2007/LIVING/worklife/11/05/cb.hand.shake/index.html> .

**MBA Internships.** Apply for internships that actually fit in with your plans for the future such as areas that you would consider living in and companies that you would enjoy working for. Review tips on how to use your MBA Internship most advantageously at: <http://www.mba360.com/mba-internships.html> .

**E-Mail Is Easy to Write (and to Misread).** In contrast to a phone call or talking in person, e-mail can be emotionally impoverished when it comes to nonverbal messages that add nuance and valence to our words. The typed words are denuded of the rich emotional context we convey in person or over the phone. We tend to misinterpret positive e-mail messages as more neutral, and neutral ones as more negative, than the sender intended. Even jokes are rated as less funny by recipients than by senders. Read more at: <http://www.nytimes.com/2007/10/07/jobs/07pre.html> .

**Surviving the Salary Negotiation Minefield.** Know what you need to live comfortably and what compromises you'll make for the "ideal position." In most situations, it pays to deflect any serious discussion of compensation and benefits until the end of whole process. You're more likely to negotiate a higher salary or extra benefits once they've decided you're the best candidate and have more invested in you. Review salary negotiation suggestions at: <http://www.washingtonpost.com/wp-dyn/content/article/2007/09/29/AR2007092900658.html> .

**Energize Your Future.** In today's business climate of relentless restructuring and downsizing, it's imperative that we each assume responsibility for our own job futures. Review career planning suggestions at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=2140](http://www.jobjournal.com/article_full_text.asp?artid=2140) .

**The How-To's of Public Speaking.** You might have the best products or services and a terrific track record, but if you don't or can't communicate about it with your target audiences, you're limiting your effectiveness. Speaking in public ranks high on the list of people's fears, and that leads to a lot of missed opportunities. Executives with the ability to hold the attention of others through the power of the spoken word find themselves rewarded, and their abilities and ideas acknowledged. Review public speaking tips at: [http://www.businessweek.com/careers/content/may2007/ca20070516\\_864419.htm](http://www.businessweek.com/careers/content/may2007/ca20070516_864419.htm) .

**He's Happier, She's Less So.** In the early 1970s, women reported being slightly happier than men. Today, the two have switched places. Since the 1960s, men have gradually cut back on activities they find unpleasant. They now work less and relax more. Over the same span, women have replaced housework with paid work — and, as a result, are spending almost as much time doing things they don't enjoy as in the past. What has changed — and what seems to be the most likely explanation for the happiness trends — is that women now have a much longer to-do list than they once did. They can't possibly get it all done, and many end up feeling as if they are somehow falling short. Happiness, of course, is highly subjective. Read more at: <http://www.nytimes.com/2007/09/26/business/26leonhardt.html> .

**Five Things I've Learned About Change.** Professor John Kotter, one of the top authorities on leadership and change, says that he has not always found it easy to cope with personal change. In his research, he began to see

a relationship between performance and change. The companies that were better at change were performing better over time. And they had better leadership. The more adaptable organizations or individuals are to change, the better they can sustain high performance over time. Read more at: <http://www.cio.com/article/print/129253>

**The Art of Self Branding.** The single factor that often explains the difference between a professional who is competent and doing okay and one who earns a significant income and generates lots of business is self branding. Self branding is a strong personal identity based on a clear perception about what you stand for, what sets you apart from others, and the added value you bring to a job or situation. If you don't brand yourself, others will. The fact of the matter is you're giving the power to other people to brand you if you don't do it yourself. Review how to build your personal brand identity that is different, relevant and adds value at: [http://ecomhelp.com/KB/Branding/kb\\_the-art-of-self-branding.htm](http://ecomhelp.com/KB/Branding/kb_the-art-of-self-branding.htm) .

**Salary, Gender and the Social Cost of Hagglng.** A study quizzed graduating master's degree students who had received job offers about whether they had simply accepted the offered starting salary or had tried to negotiate for more. Four times as many men - 51 percent of the men vs. 12.5 percent of the women - said they had pushed for a better deal. Those who negotiated tended to be rewarded compared with those who did not negotiate. Read more at: <http://www.washingtonpost.com/wp-dyn/content/article/2007/07/29/AR2007072900827.html> .

**The Shape of Perks To Come.** The workplace of the future will pay you to learn, move walls to fit projects, and replace pensions with perks. Today these benefits are on the fringe. Tomorrow they could be commonplace for employers who want to hold on to key workers. Read more at: [http://www.businessweek.com/magazine/content/07\\_34/b4047413.htm](http://www.businessweek.com/magazine/content/07_34/b4047413.htm) .

**Writing Off an MBA.** "If your education expense is for the purpose of maintaining or improving your skills in your current profession, then it's deductible," says Paul Dailey, tax principal at Rothstein, Kass & Co. in New York City. Review ways to get tax benefits for your education at: [http://www.businessweek.com/print/smallbiz/content/jul2007/sb20070717\\_495758.htm](http://www.businessweek.com/print/smallbiz/content/jul2007/sb20070717_495758.htm) .

**Life Balance: How to Wear Many Hats and Keep Your Head on Straight.** Focus. Pay attention to the right thing at the right time. Your goal is to be fully present; in the moment. Review four not-so-easy steps to be more in balance at: <http://www.karensusman.com/articles/lifebalance.htm> .

**Report Points to Personality Testing as the Future of the Staffing Industry.** The use of personality assessment by organizations nearly doubled in 2006, leaping from 34 percent in 2005 to 65 percent in 2006. Every indication points to a continued increase in dependence on assessments. Personality testing may be even better than hard skills assessments for assessing job fit and placement, news which is staggering to some. Read more at: <http://www.prlog.org/10012678-report-points-to-personality-testing-as-the-future-of-the-staffing-industry.html> .

**Networking for Interns.** Career experts say that one-on-one networking during a summer internship is a must. Review tips to help motivated interns shine this summer at: [http://www.businessweek.com/print/bschools/content/jun2007/bs20070618\\_862591.htm](http://www.businessweek.com/print/bschools/content/jun2007/bs20070618_862591.htm) .

**Personal Time Management Guide.** Trying to improve your time management skills or overall personal effectiveness? Gain key insights and practical tips for core areas of higher personal effectiveness at: <http://www.time-management-guide.com> .

**Coaching for Leadership.** Coaching leaders foster the accumulation of knowledge and the development of abilities to achieve goals that are important to the individual and provide value to the organization. Coaching is a fulfilling and productive way to get individuals working in concert with the needs of their teams and organization. The key to successful coaching is the ability to empathize with others. When you make a difference in someone else's life you are enriching your own. Read more at: <http://www.cio.com/article/print/109501> .

**Golf Tips - Even Non-golfers Can Use Golf for Networking.** Golf can provide a great opportunity to bond and build rapport with people from different walks of life. You can learn more about a person in four hours on the golf course than in umpteen hours of boardroom meetings. Golf reveals how we handle the good bounces, bad breaks

and really difficult situations that expose our true characters. With a little creative thinking even non-golfers can use the sport as a sales tool and find it enjoyable and profitable. Review suggestions non-golfers can use to make effective contact with golfing clients at: <http://www.golflink.com/golf-tips/tips/ward039.asp> .

**The Power of Positive Self-Talk.** When you see things positively and constructively, and look for the good in each situation and each person, you have a tendency to remain positive and optimistic. The hallmark of the fully mature, fully functioning, self-actualizing personality is the ability to be objective and unemotional when caught up in the inevitable storms of daily life. Review five tips for turning your attitude into your best work and life ally at: <http://www.advisortoday.com/200704/selftalk.html> .

**So, You Were Rejected By An Employer. . . Now What?** The key to rejection is not to beat yourself up when it happens, but to embrace the rejection as a "teachable moment" and move forward in developing your talents, skills and professional presentation for the next opportunity. Review reasons some candidates are rejected at: <http://www.black-collegian.com/career/rejected2006-2nd.shtml> .

**The Savvy Networker - The Case of the Pushy Lady.** We should not view every stranger we meet at a networking event (or online, via a networking site like LinkedIn) as a gung-ho partner in our professional endeavors, even without inquiring. Networking is supposed to be a two-way street, and the more you focus on helping your fellow networkers, the more good things will come back to you. Read more at: <http://hotjobs.yahoo.com/jobseeker/tools/ept/contribEditorPost.html?post=16> .

**The Art of Work.** "Flow" is a condition of heightened focus, productivity, and happiness that we all intuitively understand and hunger for. In the past few years many major companies, including Microsoft, Ericsson, Patagonia, and Toyota have realized that being able to control and harness this feeling is the holy grail for any manager -- or even any individual -- seeking a more productive and satisfying work experience. In the flow state, people engage so completely in what they are doing that they lose track of time. Hours pass in minutes. All sense of self recedes. At the same time, they are pushing beyond their limits and developing new abilities. Indeed, the best moments usually occur when a person's body or mind is stretched to capacity. Read more at: <http://www.fastcompany.com/magazine/97/art-of-work.html> .

**Understanding Your Personal and Professional Brand.** Your personal brand is built on your personal attributes, values, and personality. Your professional or executive brand is built on your personal brand but is further defined by a unique business value. Your professional or executive brand is your public persona to the business world – your presence when you are not in the room, and your differentiation in the marketplace. While your personal brand is fixed, your professional brand can be more fluid and should evolve with your career. Read more at: <http://netshareinc.blogspot.com/2007/01/understanding-your-personal-and.html> .

**Bouncing Back from Rejection.** If you expect to get an interview every time you send a resume, you are setting yourself up for disappointment. In many instances, the reason for not getting an interview or the job offer will have nothing to do with you. Review recommendations to help jobseekers stay positive and productive from the moment they receive their first rejection until they land a job at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=1979](http://www.jobjournal.com/article_full_text.asp?artid=1979) .

**Network Like an Entrepreneur.** Entrepreneurs love to talk to people about their businesses— networking is typically their No. 1 or No. 2 channel for new clients. Corporate people don't go to networking events because they're afraid of being hit up by job-seekers and service providers. What they don't see is that by staying home instead of getting out to meet people, their own networks don't grow. And that, over time, can really hurt them. Expanding your list of job-search contacts is only one reason for corporate people to get better at networking. Possessing a varied and vibrant network of contacts helps you make better decisions; provides you with advice and moral support for career steps and transitions as you encounter them; and gives you another outlet to vent about and process your experiences at work. Well-connected networkers thrive, but the people who really benefit from the buoyant networks around them are connectors. Connectors thrive because they actively seek to move the value of their networks from one contact to another. Their networking isn't a matter of "help me, right now," but rather of finding common elements among the people they've known for years and the new people they're meeting. Read more at: [http://www.businessweek.com/careers/content/mar2007/ca20070326\\_012522.htm?campaign\\_id=rss\\_null](http://www.businessweek.com/careers/content/mar2007/ca20070326_012522.htm?campaign_id=rss_null) .

**Leadership Success - How To Be A Leader Who Influences People In A Positive Way.** Being a leader doesn't mean that you are in a position where you are to be served by humanity for the rest of your life. Actually, you are in a position where you should be serving humanity by paving the way for other people, enabling them to reach their own full potential. A true leader imparts to people the feelings of worth, respect, and belief in oneself. Show your influence to each individual you come across by lighting a brush fire in their mind about how much potential they have on the inside of them. Make more of an effort to be keen to the lives of other people than you are about yours. Read more at: <http://ezinearticles.com/?Leadership-Success---How-To-Be-A-Leader-Who-Influences-People-In-A-Positive-Way&id=489789>.

**Grumpy Employees Not All Bad, prof says.** Experiencing both positive and negative moods is best for worker quality and creativity. Negative moods signal a problematic state of affairs and propel us to systematically address the problem and fix things. While good moods facilitate creative brainstorming, ideas generated when in a good mood may not be the most suitable for the challenge at hand. Another recent study showed that employees in a bad mood may have higher focus for tasks that are more mundane or detail-oriented. In contrast, good moods can lower a worker's attention span and increase the possibility of distraction. Read more at: <http://toledoblade.com/apps/pbcs.dll/article?AID=/20070319/BUSINESS09/70319010/0/BUSINESS10>.

**Uh, Is This Microphone On?** Almost anyone can become a more effective public speaker. First and foremost, rehearse. Whether you're giving a formal speech or a quick presentation, or simply anticipating a chance to offer an opinion during a meeting, practicing in front of a mirror can be invaluable. Review suggestions to improve your presentation skills at: [http://www.cfo.com/printable/article.cfm/8759623/c\\_8766497?f](http://www.cfo.com/printable/article.cfm/8759623/c_8766497?f).

**How To Create Your Own Luck: The "You Never Know" Approach for Turning Serendipity into Success.** Lady Luck often gets credit for the wonderful events in our lives. But if we carefully analyze the situation, we learn that luck has little to do with the successful result. What matters are the actions taken by the lucky person and those they wisely chose to avoid. Review eight counterintuitive traits of people who turned serendipity into success at: [http://www.susanroane.com/articles/ynk\\_article.htm](http://www.susanroane.com/articles/ynk_article.htm).

**Dealing with Job Search Anxiety: Career Stress Management 101.** When it comes to networking, interviewing, and other stressful job search events, many of us experience anxiety symptoms. Physical symptoms associated with anxiety include quickened and shallow breathing, stomach disturbance, muscle tension and increased pulse rate. Our options are to hide in the bathroom at networking events, thereby defeating the purpose, or apply stress management techniques that can mitigate the effects of stress. Review helpful stress management techniques at: [http://www.execsearches.com/articles/interview\\_stress\\_management.htm](http://www.execsearches.com/articles/interview_stress_management.htm).

**Decline a Job Offer? What to do When You Change Your Mind.** Read how a position was declined, the candidate reconsidered the opportunity, and what steps were taken to have the offer made again at: <http://secretsofthejobhunt.blogspot.com/2006/04/decline-job-offer-what-to-do-when-you.html>.

**Job Goals By Age.** Entering a new decade of life can be a perfect time to take stock of one's situation, reevaluate priorities and set career goals for the years ahead. Remain flexible in your goals in order to recognize opportunities when they become available. Read more at: <http://www.cnn.com/2007/US/Careers/02/26/cb.job.goals/index.html>.

**Why Leadership Means Listening.** Extraordinary men and women solicit feedback, listen to opinions, and act on that intelligence. Today's employee wants to be heard. Review tips for becoming a better listener at: [http://www.businessweek.com/smallbiz/content/jan2007/sb20070131\\_192848.htm?campaign\\_id=null\\_Feb13&link\\_position=link18](http://www.businessweek.com/smallbiz/content/jan2007/sb20070131_192848.htm?campaign_id=null_Feb13&link_position=link18).

**Marketing Made Sticky.** The best ideas have most of these traits: They are simple, core messages; they are unexpected; they are concrete, credible, and emotional; and they are stories. Simplicity is a powerful force, and it can be hard for people like entrepreneurs, who always have a lot to say, to master it. Read more at: <http://www.inc.com/magazine/20070101/salesmarketing-campaigns.html>.

**10 Rules For Corporate Success.** You can learn from the past as well as from others, and certainly from your own successes and failures. The process of learning will accelerate your path to correct action, and taking correct

action is what will get you ahead inside companies of any size at a faster pace. Review the rules for corporate success at: [http://www.askmen.com/money/career\\_150/155\\_career.html](http://www.askmen.com/money/career_150/155_career.html).

**Six Career Lessons From U.S. Presidents.** All presidents made some mistakes - some of them huge. What separated the most successful presidents was their ability to learn from their errors, own up to them and then move on. Their triumphs and failures can teach us a thing or two about our own careers. Read more at: [http://jobs.aol.com/article/\\_a/six-career-lessons-from-us-presidents/20050808184609990055](http://jobs.aol.com/article/_a/six-career-lessons-from-us-presidents/20050808184609990055).

**Five Easy Principles?** These fundamental ethical principles are the foundation of right conduct in any arena of life: • Do no harm, • Make things better, • Respect others, • Be fair, and • Be compassionate. In our hectic, overcommitted lives, we can get so caught up in the details of getting through the day that it's easy to forget how important these principles are in everything we do. We're also tempted every day to ignore them and to place value on things that ultimately aren't that important. Read more about the guidelines that govern ethical behavior at: [http://www.businessweek.com/careers/content/jan2007/ca20070111\\_219724.htm?campaign\\_id=null\\_Jan16](http://www.businessweek.com/careers/content/jan2007/ca20070111_219724.htm?campaign_id=null_Jan16).

**The Hasty Hello.** Business groups are stealing a page from the modern dating handbook by playing host to "speed networking" events in which professionals move methodically from one business prospect to the next, getting acquainted for just a few minutes at a time. A few companies use software to help make the perfect business match. Profiles and requests are matched up electronically, and a personalized list is generated for each participant. Some software systems offer a "no meet" guarantee, which gives participants the option to list a person, company or profession they do not want to be matched with. Conferences and trade shows are beginning to include speed networking. When asking people to travel and pay a lot of money, a good keynote and a bag of goodies isn't enough anymore. Read more at: [http://www.nytimes.com/2007/01/02/business/02speed.html?ex=1325394000&en=0a35fe6f55a105aa&ei=5088&p\\_arter=rssnyt&emc=rss](http://www.nytimes.com/2007/01/02/business/02speed.html?ex=1325394000&en=0a35fe6f55a105aa&ei=5088&p_arter=rssnyt&emc=rss).

**Figuring Out Work-Life Balance.** In the 1980s, Gen X insisted that family was as important as a job and both had to co-exist in some sort of balance. Thus, the term work-life balance was coined. Since then, companies have struggled and agonized over ways to achieve this balance. Read more at: <http://www.ere.net/articles/db/ABC858E908D2470AB5166C73256796A1.asp>.

**Stress Management Techniques.** Understanding stress and what causes it is an important starting point for effective stress management. Learn how to deal with the symptoms of stress, as well as how to deal with the underlying causes. Review tools to help you survive under the intense stress that can come with a challenging career at: [http://www.mindtools.com/pages/main/newMN\\_TCS.htm](http://www.mindtools.com/pages/main/newMN_TCS.htm).

**Easy Doesn't Do It.** Business experts tell us that networking is one of the most important skills a worker can use to advance their careers. Some workers are taking networking to a new level by combining their business meetings with their favorite adventure sport. Read more at: <http://www.usnews.com/usnews/biztech/articles/061105/13eesports.htm>.

**The Truth About Happiness May Surprise You.** Happiness is never as good as you imagine it will be, and it never lasts as long as you think it will. The same also holds true for unhappiness. Happiness is an emotion, and emotions are not meant to be held onto. Instead of projecting yourself into the future, trying to imagine how you will feel, just ask someone who has had the same experience. This is a more accurate way to get information than trying to guess it yourself. Develop your own philosophy of happiness. Look at your own life, and ask what has brought you the most joy. Most times the answer lies in people, in friends and family. It comes mainly from relationships, not from stuff. Read more at: <http://www.hno.harvard.edu/gazette/2004/01.15/01-happiness.html>.

**Chief Ethics Officers: Who Needs Them?** Chief ethics and compliance officers have become trendy in recent years, but some experts fear they act mainly as window dressing. In the last five years, companies have become even more obsessed with ethics and compliance. After the corporate scandals of 2001 and 2002, and the Sarbanes-Oxley Act that followed, companies began tripping over themselves to identify potential ethics problems. Membership in the Society of Corporate Compliance and Ethics, a trade group for ethics and compliance officers, has increased more than 70% in the last three years. Read more at: [http://www.forbes.com/leadership/2006/10/23/leadership-ethics-hp-lead-govern-cx\\_hc\\_1023ethics.html](http://www.forbes.com/leadership/2006/10/23/leadership-ethics-hp-lead-govern-cx_hc_1023ethics.html).

**CFOs Say Time Is Their Scarcest Resource.** In a recent survey, time management was cited as the CFOs greatest challenge these days. Keeping up with technology come in second. Read more at: <http://www.cfo.com/article.cfm/8070409?f>.

**Punch Up Your Prose.** No matter your field or position, your ability to communicate using the written word plays a major role in career success. In a poll by The Wall Street Journal and Harris Interactive, the top complaint about MBA students among recruiters was inferior communication skills. Review tips to help improve your writing skills at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=1815](http://www.jobjournal.com/article_full_text.asp?artid=1815).

**Top Ten International Faux Pas.** What's common practice in one area of the world may be absolutely taboo in another. Because of the great variety of customs, cultures and traditions, it's almost impossible to list specific acts that you should -- or shouldn't -- avoid. Review ten types of faux pas commonly committed when dealing with people from other countries at: <http://www.marybosrock.com/fauxpas.htm>.

**Are You Blowing Your Business Over Dinner Meetings Because You Have Poor Dining Etiquette?** Smart companies know that since the marketplace is so competitive these days, good manners and appropriate socialization skills are not just a competitive edge – they are a mandatory part of doing business. Review a list of “Ten Ways to Wow Your Business Dinner Companions with Your Impeccable Manners” at: <http://www.thegladiator.info/articles/kaye-meetings.phtml>.

**Taking Networking to the Next Level: Getting Your Name Out There.** Networking can provide avenues for raising your visibility and building your aura as an attractive candidate for hire. Networking has long been considered one of the most effective ways to job-hunt, in part because of the old adage that it's not what you know but who you know. Review a list of ways to get your name out there at: [http://www.quintcareers.com/next-level\\_career\\_networking.html](http://www.quintcareers.com/next-level_career_networking.html).

**Organize for Easy Access.** 82 percent of the information we keep, whether paper-based or electronic, will never be referenced again. Review six easy steps to help your office get organized, increase productivity and help with information retrieval at: <http://www.advisortoday.com/200610/organizeforezaccess.html>.

**Before You Hit Send.** Email eliminates tone of voice and body language, presents a huge potential for misunderstanding and misinterpretation. Review these seven email tips to minimize miscommunication and maximize efficiency at: <http://www.advisortoday.com/200609/beforeyouhitsend.html>.

**Beating The Peter Principle.** The Peter Principle states: “In a hierarchy, every employee tends to rise to his level of incompetence.” Put another way, the theory explains why people are often promoted until they reach a position that requires skills they do not possess. Your life and your career rarely go as planned, so it is imperative that you remain open-minded, flexible and equipped to face new challenges and roles. Decide what your goals are, assess what you need to do in order to reach your goals then take the necessary steps to get those skills and make your dreams a reality. Review strategies to avoid falling victim to the Peter Principle at: [http://www.askmen.com/money/successful\\_150/159\\_success.html](http://www.askmen.com/money/successful_150/159_success.html).

**The Ethical Side of Leadership.** Without moral authority, leadership is blind. Surveys of business people around the world show that they rank characteristics such as integrity at the top of the list of essential elements for leadership. Business leaders today should be thinking about how to balance the demands of markets, analysts and owners, with the interests of employees, customers and members of the wider community. Read more at: <http://news.moneycontrol.com/india/news/management/drthomasdonaldsonmarkowinkelmanprofessor/theethicalsideleadership/market/stocks/article/226612>.

**Avoiding Language Landmines.** What's vitally significant is not what we meant -- the chief factor is how listeners interpret our words and terms. Review common expressions we use daily which could become incendiary among certain groups at: <http://www.businessknowhow.com/growth/expressions.htm>.

**Game Plan: First Find The Leaders.** Many managers have a deep roster of talent but struggle to identify who has the critical support of the team. Social network analysis surveys are increasingly popular among corporate managers who want to visualize their informal organizational charts. Read how the coach of the 2005 NCAA

national champion University of Maryland men's soccer team used this tool at:

[http://www.businessweek.com/magazine/content/06\\_34/b3998437.htm](http://www.businessweek.com/magazine/content/06_34/b3998437.htm).

**Pompous and Circumstance.** One of your new company's biggest customers holds the keys to your future. Surviving the boring business dinner is the single most important skill you ever will develop. This is where your career will be made or broken. Read more at: <http://www.industryweek.com/ReadArticle.aspx?ArticleId=12158>.

**Managing Your Most Valuable Asset.** Your career is the engine that drives your financial machine. It produces the income and provides you with the resources to invest, save, and build toward your retirement. It should be managed to maximize its long-term return just as you would manage other asset returns. Review a three-step process of how to manage your work-life balance to protect your career asset at: <http://www.thegladiator.info/articles/haubrich-asset.phtml>.

**Your Job Interview Is Like A Blind Date.** The very fact that they have invited you for an interview means they have *pre-qualified you for the job!* They are hoping that you are as good in person as you are on paper. If you are, like your blind date, they're going to pray that you'll stop interviewing with other companies and accept their offer to join their company. Review steps to gain the confidence you need to overcome your interview jitters at: [http://www.salestrax.com/resources/?action=resource\\_view&resource=87](http://www.salestrax.com/resources/?action=resource_view&resource=87).

**Fatal Mistakes When Starting a New Job.** Studies suggest that the higher up in an organization you climb, the more likely you are to fail. If you have a clear mental picture of your own success, it will help you understand what skills you need to develop, and recognize opportunities to do that. Review warning signs that might indicate you're in trouble in a new job at: [http://money.cnn.com/2006/05/31/news/economy/annie/fortune\\_annie0531](http://money.cnn.com/2006/05/31/news/economy/annie/fortune_annie0531).

**Bilingual? You're Valuable.** If you are truly bilingual, that is you can speak two or more languages with equal or near equal fluency and are able to speak and perhaps also read and write more than one language very well, tell employers up-front that you have this ability. Even if your prospective employer may not have an immediate need for your multiple language capabilities, they are likely to see your fluency as an added benefit and asset in the hiring process. In nearly every field and profession, from financial services to sales, there is a growing need for multi-lingual candidates. In addition to Spanish, companies that have offices and clients throughout the world seek employees who can speak languages from Russian to German, French and Mandarin. Read more at: <http://www.careerbuilder.com/JobSeeker/careerbytes/CBArticle.aspx?articleID=163>.

**Communicate Positive Attitudes During the Job Interview.** If the interviewer responds negatively to the applicant's nonverbal communication, it will be difficult for the candidate to overcome those negatives no matter what the verbal interaction. The most important positive attitude you can convey is your enthusiasm - often referred to as dynamism. By your dynamic attitude you convey your interest in the other person, in the company, and in the job as well as toward life in general. Review behaviors that convey positive messages of both liking the other person and interest in the discussion at: <http://www.washingtonpost.com/wp-dyn/articles/A9019-2003Apr11.html>.

**Creating a Gem of a Career.** A number of technological and demographic trends still in their infancy will shape the way you develop and guide your professional life in the decade to come. Review how to make the most of these opportunities at: <http://www.fastcompany.com/magazine/103/playbook-gem.html>.

**Taming the Alpha Exec.** Convinced of their greatness, alphas lapse into arrogance, defensiveness, manipulation, and malevolence, leaving a tangle of confusion and unhappiness. Worth Ethic, a consulting firm in Austin, puts an alpha executive through a rigorous program designed to rein in those unhealthy impulses. Read about their work with Dell, the Boston Red Sox and other corporations at: [http://www.fastcompany.com/subscr/105/open\\_alpha.html](http://www.fastcompany.com/subscr/105/open_alpha.html).

**CEOs Say How You Treat a Waiter Can Predict a Lot About Character.** Watch out for people who have a situational value system, who can turn the charm on and off depending on the status of the person they are interacting with. Read more at: [http://www.usatoday.com/money/companies/management/2006-04-14-ceos-waiter-rule\\_x.htm](http://www.usatoday.com/money/companies/management/2006-04-14-ceos-waiter-rule_x.htm).

**Blogs 'Essential' to a Good Career.** A well-executed blog sets you apart as an expert in your field. Employers regularly Google prospective employees to learn more about them. Read more at: [http://bostonworks.boston.com/news/articles/2006/04/16/blogs\\_essential\\_to\\_a\\_good\\_career](http://bostonworks.boston.com/news/articles/2006/04/16/blogs_essential_to_a_good_career).

**Personalize Your Interview.** When a job hunter reveals some details, it often transforms a routine question and answer session into a friendlier discussion and, most importantly, builds a connection between applicant and interviewer. Companies hire people they like and with whom they share some common ground. Read more at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=1672](http://www.jobjournal.com/article_full_text.asp?artid=1672).

**How to Get the Upper Hand: Prescriptions for a Great Handshake.** Could your handshakes benefit from an all-hands-on-deck makeover? Review some quick tips to make sure you'll have the "upper hand," when giving a handshake at: <http://www.hodu.com/handshake.shtml>.

**Speaking Made Easy.** Brave speakers make a bigger difference in the world, are more respected, and enjoy more self-respect than mealy-mouthed speakers who say only what the audience is comfortable hearing. Give audiences fresh ideas rather than the same-old, same-old. Review simple preparation guidelines to make your task easier at: <http://www.kiplinger.com/personalfinance/magazine/archives/2006/04/nemko.html>.

**Perception Is Reality.** The thoughts and beliefs that you have about yourself directly impact your ability to perform and be successful. Read more at: [http://www.womans-connection.com/al\\_perception\\_is\\_reality.htm](http://www.womans-connection.com/al_perception_is_reality.htm).

**Put Your Personality to the Test.** One-third of employers use some form of pre-employment personality testing to find workers who are a good fit. Review comments on two of the common tests to see what job candidates might face at: <http://www.kiplinger.com/personalfinance/features/archives/2006/03/test.html>.

**Some Time Savers.** Get more done in less time, with less stress. Review techniques to help you get at least one more hour of additional productive time out of your day at: [http://www.balancetime.com/articles/time\\_savers.htm](http://www.balancetime.com/articles/time_savers.htm).

**Finding Hope in Chaos: Living Through Communication, Commitment, and Character.** People are focused on themselves and not on their relationships with others. Review suggestions to succeed in the communication process and ideas how to make conversations interesting at: [http://www.schaeffersresearch.com/personalfinance/careers/gettingahead/finding\\_hope.aspx](http://www.schaeffersresearch.com/personalfinance/careers/gettingahead/finding_hope.aspx).

**Secrets of Greatness: How I Work.** The challenge is to continue to do it well, when the responsibilities and complexities keep increasing. Review creative uses of time and technology by 12 leaders at: [http://money.cnn.com/2006/03/02/news/newsmakers/howiwork\\_fortune\\_032006/index.htm](http://money.cnn.com/2006/03/02/news/newsmakers/howiwork_fortune_032006/index.htm).

**Become a Human Lie Detector.** Look for suspicious behaviors and mixed signals. When two or more suspicious behaviors suddenly appear at a moment when lying could be expedient, you should be skeptical. Review the list of top eight suspicious behaviors at: <http://featuredreports.monster.com/listen/lying>.

**Feel In Control and Satisfied.** Some people say they love their work and know where they're headed. Review five things these people have in common at: [http://www.andreakay.com/careeradvncmt/art\\_2026.htm](http://www.andreakay.com/careeradvncmt/art_2026.htm).

**Survival Techniques Answering Those Tough Questions - Your Strengths and Weaknesses.** Being prepared is the very best way to survive these tough questions, and it takes rehearsing your answers to be able to meet the eye of the interviewer as you give the answers to both of these traditional tough questions. Review tips that will help you survive and shine in the face of these questions at: <http://www.lubbockworks.com/content/interview01.shtml>

**Set Limits at Work to Beat Burnout.** At its core, burnout is the result of investing more and more energy for less and less return. Eventually, it leads to collapse. Review things you can do to control the damage, while you figure out if any big changes are needed, at: <http://www.washingtonpost.com/wp-dyn/content/article/2006/02/25/AR2006022500475.html>.

**Building Positive Self-Esteem.** When our feelings about ourselves are positive, we show others that we like and value ourselves — and then others tend to treat us well. When we have negative self-esteem so that we are too critical, complaining and pessimistic about ourselves, others tend to take this attitude toward us as well. Review some ways to build self-esteem and let recruiters know about your positive qualities and accomplishments at: <http://dwp.bigplanet.com/workingresources/articles/article.nhtml?uid=10014>.

**Team Players Are a Step Ahead.** During the job interview most interviewers will never mention the words “team” or “teamwork,” but it remains a basic underlying consideration upon which their opinion and estimation of the jobseeker is based. In the view of most employers, a major measure of what kind of an employee the candidate will be is whether the individual has demonstrated teamwork ability. Review skills to be a successful team player, and how to convince the interviewer that you are an effective team player at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=1624](http://www.jobjournal.com/article_full_text.asp?artid=1624).

**Five Standards of Excellence Practiced by Ethical Leaders.** The lack of discussion about what it means to lead with ethics has created the current business environment of SEC investigations into improprieties, dot-com greed, and the general public’s lack of faith in the stock market. Review the five components of ethical leadership: communication, quality, collaboration, succession planning, and tenure at: <http://www.workforce.com/section/09/article/23/55/60.html>.

**Finding Balance in an Unbalanced World.** Stress in the home and workplace is becoming a growing and widespread concern. Just because you can do something, doesn’t necessarily mean you must do it. Review ideas to assist in balancing business with family responsibilities at: <http://www.presentation-pointers.com/showarticle.asp?articleid=484>.

**Smile for Success.** According to psychologists at three universities, people aren't happy because they are successful. They're successful because they are happy. Happy people are easier to work with, more highly motivated and more willing to tackle a difficult project. Thus, they are more likely to be successful. Read more at: <http://abcnews.go.com/Technology/story?id=1424940>.

**Cut Down the Phone Tree.** Many companies are making it more difficult to reach a person. That's why you often cannot just press zero when you call a company to get an operator. Review tips to cut through all the layers of menus and reach an actual person at: <http://www.kiplinger.com/personalfinance/features/archives/2005/11/phonetree.html>.

**Mr. Manners Hits the Interviewing Trail.** Small actions on your part can leave behind a much more positive impression. Review questions / answers concerning etiquette issues in the job-seeking process at: [http://sciencecareers.sciencemag.org/career\\_development/previous\\_issues/articles/3640/tooling\\_up\\_mr\\_manners\\_hits\\_the\\_interviewing\\_trail](http://sciencecareers.sciencemag.org/career_development/previous_issues/articles/3640/tooling_up_mr_manners_hits_the_interviewing_trail).

**Crossing Cultures.** Thanks to a desire to access emerging markets and manage globally distributed workforces, U.S.-based businesses are ramping up investments in training programs and teaching materials that help employees better comprehend their international co-workers and customers. Without them, companies run the risk that cross-cultural encounters will be about confusion rather than comprehension--and ultimately a better bottom line. Read more at: <http://www.workforce.com/section/11/feature/24/22/50/index.html>.

**Confidence Through Accomplishment - How to Feel Better About Your Job Search.** Looking for a job - when done right - is harder than anything you will be hired to do. If you've been rejected you don't need to take it personally. The market is competitive, and you simply weren't picked because someone else was. That rejection letter in your hand is progress and you should feel good about it. Once you have changed the way you feel about rejection in your job search, you can rearrange your job-hunting tasks. Review a few meaningful ways to pull yourself back into the ring at: [http://www.schaeffersresearch.com/personalfinance/careers/jobsearch/confidence\\_through\\_accomplishment.aspx](http://www.schaeffersresearch.com/personalfinance/careers/jobsearch/confidence_through_accomplishment.aspx).

**Hiring for Executive Intelligence.** Despite their shortcomings, IQ tests are a better predictor of managerial success than any other assessment tool. Behavioral interviews really only establish a candidate's minimum qualifications; they don't identify star talent. Behavioral interviews measure knowledge, not intelligence.

Knowledge is information acquired through experience or formal training. Intelligence is the skill with which someone uses knowledge to solve a problem. Knowledge questions require people to recite what they have learned or experienced, while intelligence questions call for individuals to demonstrate their abilities. Read more at: <http://hbswk.hbs.edu/item.jhtml?id=5124&t=operations>.

**Inspiration Junkies.** Three Pepperdine University grads traveled the U.S. seeking career advice from successful leaders in an eclectic array of professions. And they asked: When you were our age, what were you thinking? And how did you get to where you are? "You sit in all these interviews with so many different kinds of people and ultimately they are telling you the same message," says Brian McAllister. "Block out the noise and really pave your own road guided by what lights you up." The three have created a for-profit company called Roadtrip Productions. They produce a television series for PBS, have published three books, and are launching an XM radio program and Current TV series. They're spreading their unique brand of career advice through partnerships with 100 American and 22 British colleges, giving them unique grassroots access to career centers, student newspapers, even Greek systems. Read more at: <http://pf.fastcompany.com/magazine/100/inspiration-junkies.html>.

**Meaning of Perseverance.** Perseverance is the ability to hold on to your dream like a pit bull, refusing to let go, regardless of the obstacles. Perseverance is one of the secrets of success. People don't succeed because they are destined to; they succeed because they are determined to. Read more at: <http://www.personal-development.com/chuck/perseverance.htm>.

**Pack Like a Pro.** Savvy pack rats say traveling right means traveling light. Review helpful tips at: [http://www.viamagazine.com/top\\_stories/articles/pack\\_like\\_a\\_pro02.asp](http://www.viamagazine.com/top_stories/articles/pack_like_a_pro02.asp).

**Employers Complain About Communication Skills.** Articulating thoughts clearly and concisely will make a difference in both a job interview and subsequent job performance. Communication skills are particularly key today as work places move toward team projects. The definition of communication skills can vary with the position. For an executive, it might mean the ability to sell, persuade others, think on your feet and succinctly make a point. Read more at: <http://www.post-gazette.com/pg/05037/453170.stm>.

**Optimism: Why It Matters So Much.** Those who are really dynamic in their optimism turn their thoughts into behaviors. They apply optimism in diverse ways to attain goals in career, finances, spirituality, health and leadership. Read more at: <http://dwp.bigplanet.com/workingresources/professionaleffectivenessarticles/article.nhtml?uid=10028>.

**Career Advice: Just do it.** Knowing that putting things off may be rooted in patterns acquired during school should give procrastinators hope that they can change. Some people procrastinate to avoid failure. That should be a warning that you need to get help or that a task is inappropriate. Review a helpful approach to overcoming procrastination at: <http://www.kiplinger.com/personalfinance/magazine/archives/2005/10/nemko.html?>

**7 Body Language Killers.** Train yourself to avoid the seven body language killers that will leave your audience underwhelmed and unimpressed, and you'll see that simple changes can make all the difference. Read more at: [http://www.askmen.com/money/successful\\_100/143\\_success.html](http://www.askmen.com/money/successful_100/143_success.html).

**Guilt by Association.** Experts say working at a company that's merely being investigated for possible misdeeds can taint a finance executive's reputation — no matter the ultimate finding. Read more at: [http://www.cfo.com/article.cfm/4443698/c\\_4448927?f=magazine\\_alsoinside](http://www.cfo.com/article.cfm/4443698/c_4448927?f=magazine_alsoinside).

**Business Buzzwords That Make You Gag.** Readers wrote in with their nominees for this column's (Fortune magazine) first-ever Most Annoying Lingo awards (the Mallies). Find out which phrases they would like purged from professional conversations. You might be surprised to see how many of these frustrating phrases wind up in your own conversations: No-brainer, Touch base, Win-win, Value proposition, and There is no "I" in "team." (Some are so weary of hearing this, they've taken to snapping, "But there is an 'M', and look! An 'E!'"), See the "winners", each nominated by more than 100 readers, at: [http://www.suite101.com/print\\_message.cfm/investing/106909/1117582](http://www.suite101.com/print_message.cfm/investing/106909/1117582).

**Do You Really Know Workplace Courtesy?** Review a short quiz that can test your courtesy quotient on the job. The answer key at the end will give you an indication of your understanding of key issues of courtesy and interpersonal savvy and your proficiency in handling them. Take test at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=1510](http://www.jobjournal.com/article_full_text.asp?artid=1510).

**Taming Your Email: Tips from Productivity Guru David Allen.** A big challenge these days is how to organize and manage the flood of email messages that we need to handle on a daily basis. Review tips for processing your email at: [http://www.managementconsultingnews.com/articles/allen\\_article.php](http://www.managementconsultingnews.com/articles/allen_article.php).

**Dress to Impress - 10 Steps Guaranteed To Make a Good Job Interview Great.** Want to know when an interviewer decides whether or not you are a bona fide candidate for the job? It's when you walk through the door. Review helpful suggestions at: <http://www.femail.com.au/dressimpress.htm>.

**Meet the Masterminds: Marcus Buckingham's One Thing You Need to Know.** Marcus Buckingham graduated from Cambridge University with a master's degree in social and political science. During his seventeen years with The Gallup Organization, he helped lead research into the world's best leaders, managers, and workplaces. Read his interview with the Management Consulting News at: [http://www.managementconsultingnews.com/interviews/buckingham\\_interview.php](http://www.managementconsultingnews.com/interviews/buckingham_interview.php).

**Hiring Managers Reveal the Ten Most Unusual Antics Job Seekers Used to Get Noticed.** The key to executing effectively and making yourself memorable for the right reasons is coupling creativity with professionalism and persistence. Read more at: <http://www.creativepro.com/story/news/23246.html>.

**Good (and Bad) Writing Skills Stand Out on the Job.** Corporations spend as much as \$3 billion annually to improve the writing skills of their workers, and poorly written job applications are often tossed out immediately, according to a recent survey. Good writing is important in the corporate setting, whether it's for operating manuals, company policies, technical reports, emails or many other things. The importance is underscored by an increasing reliance on email in our work. As workers try to gain promotions, they'll stand a much better chance if they can write directly and accurately. Read more at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=1472](http://www.jobjournal.com/article_full_text.asp?artid=1472).

**Fool vs. Jerk: Whom Would You Hire?** In most cases, people choose their work partners according to two criteria. One is competence at the job and the other is likability. Ask managers about this choice and you'll often hear them say that when it comes to getting a job done, of course competence trumps likability. If someone is liked, his colleagues will seek out every little bit of competence he has to offer. A little extra likability goes a longer way than a little extra competence in making someone desirable to work with. Read more at: [http://hbswk.hbs.edu/item.jhtml?id=4916&t=career\\_effectiveness](http://hbswk.hbs.edu/item.jhtml?id=4916&t=career_effectiveness).

**Leading Indicators.** The most successful leaders are accessible, encourage candid dialog and show respect for employees and customers. Review examples of leaders and their style at: <http://www.workforce.com/section/11/feature/24/09/98/index.html>.

**Manners Mom Never Taught You.** The most important point about introductions is to make them. If given a choice, most people would prefer you to make the introduction incorrectly, even if you forgot their name, rather than stand there unacknowledged and disregarded. Mastering the art of the introduction will help put you and the people you are introducing at ease. Learn about introductions at: [http://www.speaking.com/articles\\_html/HilkaKlinkenberg\\_825.html](http://www.speaking.com/articles_html/HilkaKlinkenberg_825.html)

**Creating a Positive Professional Image.** HBS professor Laura Morgan Roberts states that if you aren't managing your own professional image, others are. "People are constantly observing your behavior and forming theories about your competence, character, and commitment, which are rapidly disseminated throughout your workplace," she says. Review the steps individuals should take to manage their professional image at: [http://workingknowledge.hbs.edu/item.jhtml?id=4860&t=career\\_effectiveness](http://workingknowledge.hbs.edu/item.jhtml?id=4860&t=career_effectiveness).

**Was That Really An Interview?** Too-easy interviews happen for a good reason: There's no There there. An interview that feels like a conversation between friends has no traction. Leave the interviewer with a favorable impression. So if something else emerges within a few weeks, you would be the person who gets the call. Review suggestions at: <http://www.msnbc.msn.com/id/8171387/>.

**Multiplying With Networking.** Better than half of the average person's personal productivity and success in life is through the good cooperation of other people. Read more at: [http://www.balancetime.com/articles/multiplying\\_with\\_networking.htm](http://www.balancetime.com/articles/multiplying_with_networking.htm) .

**Jobseekers' Worst Enemy: A Defeatist Attitude.** Prospective employers do not waste time on people who exhibit negativity, so the interview is concluded quickly, and attention shifts to the next candidate. Read how to turn a defeatist attitude around at: [http://www.jobjournal.com/article\\_printer.asp?artid=1415](http://www.jobjournal.com/article_printer.asp?artid=1415)

**Just Do It! Confronting Procrastination and Getting Things Done.** Procrastination can undermine our sense of well being and prevent us from experiencing the full potential of our lives. Review tips for overcoming procrastination at: <http://dwp.bigplanet.com/workingresources/articles/article.nhtml?uid=10021> .

**Employers Look for Chemistry.** Even if a candidate looks good on paper, most employers need to feel good about a candidate. Learn techniques to help show interest without desperation at: [http://seattletimes.nwsourc.com/html/business/technology/2002236768\\_jobsearch10.html](http://seattletimes.nwsourc.com/html/business/technology/2002236768_jobsearch10.html) .

**Small Towns a Big Draw to American Workers.** Technology has opened up new freedoms, particularly for knowledge workers. People can still be connected to their employers, they can still have careers and they can live where they want to live. Read more at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=1399](http://www.jobjournal.com/article_full_text.asp?artid=1399) .

**Sustaining Results: Balancing People, Values and Business.** Successful, enduring organizations offer their employees more than a job - they offer a sense of community, security and mutual trust and respect. Companies more than ever need to have a clear understanding of their people and their values in order to make work meaningful and thereby attract, motivate and retain outstanding people. Read more at: <http://dwp.bigplanet.com/workingresources/professionaleffectivenessarticles/article.nhtml?uid=10018>

**Do You Have What It Takes?** Setting yourself apart from the pack has never been more crucial. The push seen is to get smart people in a position to learn the platforms, and technologies that are employed in a given environment. CIOs and other H.R. decision-makers have some specific ideas about what they want from IT job applicants. Review their tips at: <http://www.computeruser.com/articles/2404,1,1,1,0401,05.html> .

**How to Develop Charisma.** A charismatic speaker leaves an impression on the audience that makes them want to come back for more. Review the 12 individual qualities of charisma you can attain with a little time and practice at: <http://www.presentation-pointers.com/showarticle.asp?articleid=375> .

**11 Powerful Ways to Expand Your Life This Year.** The future you see defines the person you'll need to be. What you love reveals the value you bring to the world. You are your only true asset. Read more at: [http://cathcart.com/art\\_expand\\_life.html](http://cathcart.com/art_expand_life.html).

**Personality Tests Help Gauge Job Fit.** Can a questionnaire asking how individuals react to various situations truly gauge someone's personality and indicate what jobs he or she might do best? While candidates should expect that a potential employer will use test results in their hiring and promotion process, they should be wary of a potential employer that seems to put too much stock in personality tests. Read more at: <http://www.cnn.com/2005/US/Careers/02/25/personality.tests>.

**Ten New Commandments for Career Success.** The competition for openings is so fierce, that savvy networking may be the only way to win an advantage over the large numbers of equally qualified candidates. Review what it take for executives and professionals to succeed in the current environment at: [http://www.jobwhiz.com/ten\\_new\\_commandments.php](http://www.jobwhiz.com/ten_new_commandments.php) .

**Traits of Spectacularly Unsuccessful People.** Sydney Finkelstein, professor of management at Dartmouth College's Tuck School of Business, warns in his book *Why Smart Executives Fail* that ignoring leadership problems can cascade into the collapse of whole companies and the loss of millions--or even billions--of dollars. Review the seven habits that characterize what he calls "spectacularly unsuccessful people" at: <http://www.workforce.com/section/11/feature/23/94/49/239452.html> .

**Networking Your Way To Success.** The importance of personal contact cannot be emphasized enough. Good networking skills are your insurance plan for the future. Read more at: <http://www.jobscareers.com/articles/networkingyourwaytosuccess.html> .

**10 Tips For Becoming A Successful Manager.** The question that many IT managers ponder is how to survive and be successful five and 10 years out. The answer is a matter of personal preparedness. Review Top 10 capabilities for IT managers at: <http://www.informationweek.com/showArticle.jhtml?articleID=59301040>.

**Five Innovative Job Seeking Approaches.** Adopting a more active approach to job seeking can give your search the second wind it needs. Review several of the most effective job-hunting approaches at: <http://www.net-temps.com/crossroads/article.htm?op=view&id=1143> .

**Resume Writing: Claims and Credibility - the Essence of Selling.** You don't get hired by describing your past. You get hired by painting a picture of the employer's future and making them believe that you can help them achieve it. Read more at: <http://www.garywill.com/worksearch/claimcre.htm> .

**The Recruiting Payoff of Social Responsibility.** In light of recent corporate scandals, as well as growing global awareness, the public's expectations for corporate responsibility have changed and so have the standards for much of today's top talent. Researchers surveyed 800 MBA students from 11 leading North American and European business schools and found that 94 percent would accept a lower salary to work for a firm with a reputation for being environmentally friendly, caring about employees, and caring about outside stakeholders such as the community. Read more at: <http://www.workforce.com/section/06/article/23/93/45.html>.

**Ten Questions for Barry Minkow.** The current head of the Fraud Discovery Institute also served more than seven years in prison for the infamous ZZZZ Best scam. Read his comments about the Sarbanes-Oxley legislation, and what he feels is "a perfect fraud storm" at: [http://www.cfo.com/article.cfm/3516399/c\\_3516777?f=magazine\\_alsoinside](http://www.cfo.com/article.cfm/3516399/c_3516777?f=magazine_alsoinside).

**The Essentials of Self-Esteem.** True self-esteem means that we do not have to assert ourselves at the expense of other people. Indeed, it is those with underlying negative self-esteem who must resort to the tactic of exaggerating their own worth, usually by putting other people down. Those with positive self-esteem can acknowledge their own worth at the same time that they validate the positive qualities of others. Review the techniques for creating positive self-esteem at: <http://dwp.bigplanet.com/workingresources/articles/article.nhtml?uid=10009>.

**Make Failure a Friend: How to Turn Your Setbacks Into Success.** If you keep failing in the same area, it is likely that the problem lies with you -- and not with the situation in which you find yourself. If you don't fail at least occasionally, you're not stretching yourself. You're avoiding failure by staying in the same safe rut. Read more at: [http://www.bottomlinesecrets.com/blpnet/article.html?article\\_id=33691](http://www.bottomlinesecrets.com/blpnet/article.html?article_id=33691) .

**Ten Qualities Interviewers Look For in Job Candidates.** There are as many different approaches as there are interviewers. Review some of the desired qualities at: <http://www.net-temps.com/careerdev/index.htm?type=topics&topic=interviewing&id=224>.

**Compete Where You Can Win: Quit Beating Your Head Against the Wall and Go Where the Love Is.** Ask **Do You Live To Work Or Work To Live?** We need to do the "right" work...work which is consistent with what we love doing. If our work is wrong for us, it can be a source of endless frustration and unhappiness for us and those in our lives. Those who find their right work can constantly grow and can experience their pleasures both through work and also through avenues other than their work. Take a look at some ideas to consider as you examine the nature of your work at: <http://dwp.bigplanet.com/workingresources/articles/article.nhtml?uid=10023> .

**Great Leaders.** A good leader inspires others to have confidence in him or her; but a great leader inspires them to have confidence in themselves. Bosses expect you to work FOR them; leaders expect you to work WITH them. Bosses want things done THEIR way; leaders want things done the BEST way. Read more at: <http://www.personal-development.com/chuck/leaders.htm> .

**Hard Times - Why Finance Executives are Overworked and Under Stress.** Sixty-two percent of senior finance executives responding to a poll indicated they are under "great" or "very great" pressure at work, and 68 percent say they're feeling more pressure than they did two years ago. The scope creep of financial regulations has added to already heavy workloads and created a new sense of urgency — a source of stress mentioned by 41 percent of respondents. Meanwhile, worsening economic conditions have led to staff cuts and hiring freezes. The bottom line is that most CFOs have never had to do so much with so little. Read more at: <http://www.cfo.com/article.cfm/3329236?f>.

**What's in a Word.** Proper word choice is something we need to be aware of in business communications. It can be the difference between encouraging your clients to do more business and pushing them away. See examples and suggestions at: <http://www.selfmarketing.com/article1.html>.

**The Art of Positive Emotions: What Is Your Attribution Style?** The more positive the overall moods of people in the top management team, the more cooperatively they worked together – and the better the company's business results. The longer a company was run by a management team that did not get along, the poorer that company's market returns. Read more at: <http://dwp.bigplanet.com/workingresources/professionaleffectivenessarticles/article.nhtml?uid=10005>.

**Balance is Bunk!** Instead of trying to balance all of our commitments and passions at any one time, let's acknowledge that anything important, and anything done well, demands our full investment. Read more at: <http://www.fastcompany.com/magazine/87/balance-1.html>.

**25 Hot Tips for Managing Your Career.** If you've been a contributor, if you've been kind to others and easy-to-work-with, you'll be in demand. If not, you won't. No career consultant in the world can create close friendships and a good reputation for you if you haven't laid the groundwork yourself. Read the tips and list of "66 Handy Excuses" at: [http://www.careerlab.com/art\\_25hottips.htm](http://www.careerlab.com/art_25hottips.htm).

**Take this Job and Love It.** The last decade's focus on empowerment and satisfaction has been far more than simply a reaction to a boom economy. Rather, the focus resulted from several changes in the very architecture of work. Read the reasons for this transformation at: <http://www.contextmag.com/setFrameRedirect.asp?src=/archives/200206/Catalyst1.asp>.

**Playing Well With Others Pays.** The way a manager resolves conflict has a lot to do with that manager's perceived effectiveness as a leader. Read tips on resolving conflicts the easy way at: <http://www.cfo.com/article.cfm/3008138?f>.

**Overcoming the Fear of Failure.** Most people do not achieve a fraction of what they are capable of achieving because they are afraid to try —because they are afraid they will fail. Review the steps to overcome your fear of failure and move yourself forward to getting the result you desire at: <http://www.goal-setting-guide.com/fear-of-failure.html>.

**The Hard Truth: Career Killers That People Are Too Polite to Tell You.** Take a look at your presentation and make certain there isn't something simple causing a problem - something in the way you dress, stand, speak, or come across. Your skills and experience are obviously critical to your success, but your presentation is also critical to the impression you make. This applies to networking events, lunches, and in other professional situations as well. You never know who you're going to meet. Read more at: <http://www.thegladiator.info/articles/macpherson-hardtruth.phtml>.

**Employees Are Close to the Breaking Point.** Much of corporate America doesn't appear to be spreading the wealth created on the productive backs of their employees. Corporate profits accounted for nearly 41 percent of the change in national income between the first quarter of 2002 and the fourth quarter of last year. That exceeded the share employees got in their paychecks. Read more at: <http://www.workforce.com/section/09/feature/23/71/45/237147.html>.

**10 Terrific Self Motivating Tips.** Read effective strategies to help you get up and get moving toward actualizing your enormous, untapped potential at: <http://www.topachievement.com/mikemoore.html>.

**Life Balance and How to Attain It.** We all have three different lives or worlds that compete for our attention, energy and activity -- personal lives, work-related lives, and our family lives. When these worlds create demands that compete with the other, such that we must continuously choose one world at the expense of the other, we get out of balance. Life is a journey, you need to create the most desirable, most enjoyable and most fulfilling journey for yourself. Read how at: <http://www.quintcareers.com/life-balance.html>.

**Social Networking** revolves around connections - -the people in your address book that you know and trust. Read the following articles with pros and cons on how software can help you grow your online network. *The Network That Really Matters* at: <http://www.informationweek.com/showArticle.jhtml?articleID=18201949>. and *Why my address book is spamming you* at: [http://reviews-zdnet.com.com/4520-7297\\_16-5111563.html](http://reviews-zdnet.com.com/4520-7297_16-5111563.html).

**How I Got a Job in this Market.** Read six success stories at: [http://money.cnn.com/2004/03/16/news/economy/jobs\\_newjob1\\_0404](http://money.cnn.com/2004/03/16/news/economy/jobs_newjob1_0404).

**Things Leaders Do.** GE's CEO Jeff Immelt reveals his own leadership checklist at: <http://www.fastcompany.com/magazine/81/immelt.html>.

**What Goldman Sachs Looks for in Leaders.** A leader must have a clear vision and the communication skills needed to execute. Read Goldman Sachs' nine leadership principles at: [www.workforce.com/section/11/article/23/66/61.html](http://www.workforce.com/section/11/article/23/66/61.html).

**What Should I Do With My Life?** Po Bronson, author, writes: "Instead of focusing on what's next, let's get back to what's first. The previous era of business was defined by the question, Where's the opportunity? I'm convinced that business success in the future starts with the question, What should I do with my life? Yes, that's right. The most obvious and universal question on our plates as human beings is the most urgent and pragmatic approach to sustainable success in our organizations. People don't succeed by migrating to a "hot" industry (one word: dotcom) or by adopting a particular career-guiding mantra (remember "horizontal careers"?). They thrive by focusing on the question of who they really are -- and connecting that to work that they truly love (and, in so doing, unleashing a productive and creative power that they never imagined). Companies don't grow because they represent a particular sector or adopt the latest management approach. They win because they engage the hearts and minds of individuals who are dedicated to answering that life question." Read more at: <http://www.fastcompany.com/magazine/66/mylife.html>.

**Three Tactics to Overcome Job Search Depression.** A positive attitude leaves no room for depression. Implementing these tactics, setting goals and establishing a path to follow to accomplish those goals is the world's best remedy for warding off depression. Do meaningful things each and every day and you will find that both your attitude and career will improve. Read more at: <http://www.thegladiator.info/articles/coon-dep.phtml>.

**Personality Profiling - Natural-Born Leaders, Meet Your Inner Managers.** Do personality "tests" such as the Myers-Briggs really reveal how people think and work? And if so, can test-takers change their personalities to shore up weaknesses? The authors conclude that while people are indeed predisposed to think and act in certain ways, the best executives consciously combine different personality attributes. This enables them to respond effectively to a variety of situations. Read more at: [http://www.cio.com/archive/110103/hs\\_profiling.html](http://www.cio.com/archive/110103/hs_profiling.html).

**Executive Charisma: Can It Be Learned?** Ask for adjectives describing a finance chief, and "charismatic" doesn't normally leap to mind. In a world where finance-department executives have become strategic corporate players and must communicate their goals to executives in other departments, some management experts suggest that a little leadership magnetism and charm are qualities CFOs should nurture. Read article at: <http://www.cfo.com/Article?article=11013&f>.