

Introduction

*"It isn't normal to know what we want.
It is a rare and difficult psychological
achievement." - Abraham Maslow*

How to Use This Book

Ever wonder why adults love to ask kids, “What do you want to be when you grow up?” I have a theory. It’s because most of us have not actually fallen into the work that we truly love. We marvel at the possibility of existing once again, like a child, as a blank slate, able to imagine what career to pursue and what new adventures might await.

While we encourage (and vicariously relish) these flights of fancy with children, we tend to shut down these musings in ourselves and our friends. We dismiss them as whims with no toehold in reality or as being too much bother to pan out. I’ve never really understood this. I know there are hard realities to life—I’m a native Midwesterner of mostly German extraction, so stability and pragmatism are deeply ingrained in my subconscious—but even if you break it down in practical terms, staying in work that is stifling and soul-crushing just doesn’t make good sense.

We spend half of our waking adult lives at work. If you estimate the life of a person working forty hours per week from age twenty-two to age sixty-five, accounting for two weeks of vacation per year, that’s eighty thousand hours of work.

Since most of us take our work home in the evenings and weekends, add some hours to that already robust number—and then consider the implications of dedicating that much time to something you are pursuing under duress. That’s the sad reality for most of us.

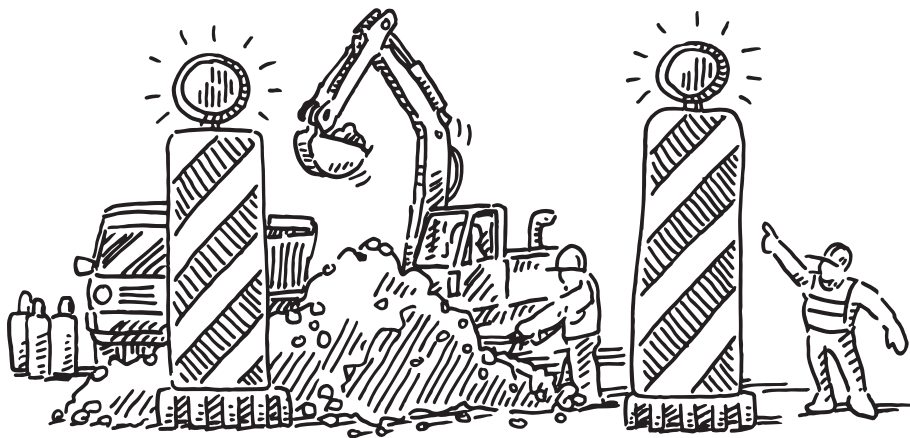
According to an annual survey conducted by the Conference Board, a New York–based nonprofit group that has been tracking job trends since 1987, only 50.8 percent of Americans reported being satisfied with their jobs in 2015.

I have found that most people in career transition are stuck in their career path at a metaphorical fork leading in at least one of three possible directions: one that lacks a clear vision with a foggy mist obstructing the view; one the person desperately wants to run down but resists for fear that they will lose everything important in pursuit of their heart’s desire; and one that they feel drawn toward but that seems obstructed by huge boulders of internal blocks (self-limiting beliefs, doubt, post-work trauma) or external barriers like several years of schooling or financial setbacks.

I’m within the minority that is not only satisfied with her work but in love with it. As a career counselor, I offer career strategies, therapy skills, and a wide-ranging background in marketing and branding to creative and mission-driven professionals. I get to help people find work that contributes to their daily happiness, brings them meaning and fulfillment, and allows them to express their creative gifts. Sometimes this means pulling up stakes and starting a new career or a business venture, but it can also mean re-envisioning their place in a current work environment or field. Reimagining an existing career often entails emboldening themselves to explore new skills and interests within their field or changing their work environment—for example, transferring to a different department, a new employer, or going freelance—to gain much-needed perspective on potentially untapped possibilities.

If engaged with fully, this book will help you find a job that speaks to what I call the **Career Trifecta**—a role that fulfills your values, your creative needs, and your financial requirements. Laid out in ten steps, this book helps you look at your past experiences; consider your personality, values, and skills; and dig deeply to consider a future with more potential long-term engagement. If you work the **Ten Steps to the Right Career** with an open mind, you will start to feel a shift in yourself and see a more inviting path forward.

Above all, however, it is imperative that you believe in yourself and your own ability to change careers. I’m not saying just, “Be confident.” That’s helpful but not as important as trusting that the course you’ve chosen, though difficult, will result in a destination with which you can truly flourish. Be prepared to pull from a deeper place within yourself as you face moments of doubt, uncertainty, and discomfort. Trust in the process and know that ultimately you will prevail if you are persistent, open-minded and flexible and willing to ask for help when you need it. The road ahead may be tricky to navigate at times, but if you engage in the process, the destination—a fulfilling career—will make it all worthwhile.



Lay a Firm Foundation

Be prepared for a successful transition to take time and patience, both in yourself and in the important people in your life. If it is clear to you that this change is necessary to your mental and physical well-being, you will lay a firm foundation for your career switch only if the important people in your life are in your cheering section.

Communicate to them the importance to your long-term mental health that you make a change in your career and start the conversation as soon as possible.

The people in your life want you to be happy, but the responsibility of communicating your need for a change is on you. These discussions, though potentially difficult, will also start you on the process of self-exploration that is key to finding a career that will allow you to connect, grow, and thrive. In **Build a Solid Pit Crew**, I’ll talk more about strategies for building a supporting team as you navigate the bumpy roads ahead.

A Noticing Mindset

Before you start any of the steps, I invite you, as you go about your day, to start to notice what you’re, well, noticing. That is, pay attention to what you choose to read and participate in, where you are and who you’re with and what you’re doing when you smile or feel most relaxed or in your element—in other words, note the things around you that bring you joy. I know it sounds a little woo-woo, but as someone trained in psychodynamic psychology, which studies the underlying behaviors that motivate our actions, I believe strongly that tapping into your subconscious is necessary to truly make a change that leads to long-term professional joy.

This noticing what you’re noticing is similar to mindfulness, a heightened awareness to the world around you. It is tempting, I know, to distract ourselves with iPads, Netflix, and Hulu and the tedious real-life dramas that surround us, but for this book to work, you need to be truly present. I will expand on this idea more in **Keep a Steady Hand on the Wheel**, in which I stress the importance of self-care.

If you meditate, great, but it's not necessary to this process. You need only be willing to tune in to your body and its reactions to certain stimuli. Gut feelings are real things, researchers have found, but somatic emotional responses are not limited to our stomachs. We react to our environments with every part of the body, and we ignore those sensations and expressions of our subconscious at our own peril.

For one week, be exceedingly present, and at the end of each day, write down the things you noticed the most. Write it in the form of a journal or a list, whatever your preference. It doesn't have to take more than fifteen minutes, but it's important to do it every night. Look for themes that emerge and write them in the spaces below.

For example, if you are noticing that books, novels, and posters on bulletin boards related to ballet are catching your eye, you may jot down "ballet" or "dance" as an emerging theme. Are you finding yourself watching movies, documentaries, or plays that depict strong female characters based on real women's rights and political advocates, like Ruth Bader Ginsburg, Golda Meir, Shirley Chisholm, or Madeleine Albright? You may note "women in leadership" as another emerging theme.

Emerging Themes:

1. _____
2. _____
3. _____
4. _____
5. _____

Five-Phase Model of Career Transition

I hate to drive, but I love road trips. Driving around town, I always wish I were walking or riding my bike. When I drive twenty minutes to go to Powell's Books in Portland, I feel caged inside my car, patiently compelling myself to practice mindfulness to eliminate stirrings of contempt for bad drivers. But when I embark on a long road trip, my mind feels free to wander, I indulge in my favorite music, and I stop and explore things that interest me.

I invite you to think of your career transition more like a road trip than an annoying drive across town. Let your mind wander a bit and keep it, and your options, open. Like any good road trip, you'll want a road map, which I've outlined in a Five-Phase Model of Career Transition. But wait, you might be thinking. I thought it was Ten Steps? It is, but those steps are guided by five phases, since some phases include more than one step.

Traditional career counseling is usually based on a four-phase model of career transition: discovery, exploration, experience and experiment, and job search. In my experience, it involves five phases.

Phase I: Self-Exploration: What Inspires Me?

While on this road trip, you'll need to meander a bit and take time to get in touch with the things you may have long neglected and carefully consider the complex interplay of your work and personal life. **Conduct a Personal Tune-Up (in Step 1)** asks you to contemplate what you most value and what might be missing, not just professionally but personally. Have you always wanted to learn French or to travel to Japan but thought you never had the time? What exactly is stopping you?

In **Step 2, Define a Clear Yet Passionate Point of View**, I ask you to more deeply tune in to your passions and interests, explore

your values, and evaluate your key skills. Since you don't want to get just any job, carefully consider the traits of your ideal boss and colleagues, the types of workplace settings that cause you to thrive, and where you see yourself in five, ten, and fifteen years.

This journey will take time and require moral support. **Step 3, Check Under the Hood**, helps you determine your personality type and reflect on your potential internal and external barriers and sources of support to overcome those obstacles. In **Step 4, Consult Your Internal Compass**, determine your deepest interests and skills, homing in on the skills you would like to develop and the ones you would rather leave behind. Consider how these skills relate to your strengths and natural gifts and even ask people close to you for feedback about what careers they may have always imagined for you and their personal observations about you that you may find surprising.

Throughout the entire Self-Exploration Phase, you will want to pay attention to emerging themes and track all your findings in the Self-Discovery Road Map. As ideas emerge, list possible career titles and business ideas on your Career Idea Brainstorm List.

Phase II: Decide and Plan: Do I Start a Business or Work for Someone Else?

After you've had time to reconnect with yourself and made space to reimagine your career opportunities, move toward your ultimate destination. You've been taking side trips that fill out the road trip, but you've always had the goal of eventually returning to the main road. Those meanderings are necessary to the process, but the main road gets you where you want to be.

Before you complete **Step 5, Decide to Pursue a Job or Start a Business**, I encourage you to look at your budget to make sure you are fully considering the financial ramifications of your career choices. If you're wondering if you possess an entrepreneurial spirit, I include an **Entrepreneurial Quiz**, designed to provide some insight on your tolerance for the rigors and risk of owning a business.

I advocate that a creative professional at least consider building a career as a solopreneur, a term recently coined to describe business owners who operate businesses with one person at the helm (and usually no more than three employees, if any). Since the workforce is shifting as more employers outsource their work, solopreneurship is growing dramatically, offering unique opportunities for individuals to create working lives that offer renewed flexibility, creative expression, and liberation.

I realize, however, that entrepreneurship is not for everyone. If you are happier working for someone else, that's what you should do. You may not be in a position to up and start a business, and employers offer perks like health insurance and 401(k) plans and more regular working hours. It is worth serious reflection and discussion with the people close to you, but whatever you decide, think of your skills as portable—objects in a virtual suitcase that you tote from place to place and that are yours. And remember that there is an in-between option—you can acquire a bridge job to help you pay the bills while you build your business on the side.

Phase III: Do Your Homework: What Opportunities Await?

Once you've decided whether to get a job or start a business, you embark on **Step 6, Get the Lay of the Land**. If you decide to stay or return to the workforce, carefully consider your options, whittling them down to two to three choices. Go back to your

Career Idea Brainstorm List, continue to list career ideas, and pick the top contenders, considering if these careers match your **Self-Discovery Road Map**. Ask yourself, Do these career ideas suit my personality, values, vision, and interests? Do I have sufficient resources?

Once you commit to one or two career destinations, create a road map to ensure a journey that is as direct as possible. The more detailed your map, the more useful it will be, so you will want to research each career option with both online and old-school research tools, including databases, business publications, LinkedIn and informational interviews. If your choice involves further schooling, you will want to decide if you will need to work while you complete your education. If you decide to pursue a specific job, you will explore leads through networking and online job search sites, start crafting your resume and cover letters, and devise an interview strategy.

If you're starting a business, you will still use a road map, but your key task will be to work through a **Start-a-Business Checklist** to lay the foundation for your enterprise. The goal is to get you moving without stifling you with the tedium of a full business plan. You will also do research and informational interviews; in addition, you will consider your competition, your target clients, and the demand for your service or product. Instead of a resume, you will begin to build a website and begin to think about how to market and brand yourself. (If you already have a website, you will want to read this section to consider if it is marketing you appropriately and thoroughly showcasing your experience and capabilities.)

Whether you pursue a job or start a business, devising a basic message (like an elevator pitch), the first step of **Step 7, Be the Road Warrior of Networking**, is important. Once well-honed, an effective basic message goes a long way toward getting you closer to your destination. It enhances your resume and LinkedIn profile and distinguishes you at networking events and enables people to more easily refer you to appropriate professional opportunities.

If the idea of networking brings up thoughts of stiff events that seem self-serving and dry, please remember we should be "networking" all the time. Networking, at its core, is about forging friendships, and your most effective efforts will take shape when you build relationships that are genuine and worthwhile. Yes, attend robust networking events for jobseekers or, if appropriate, for entrepreneurs, but only if they either highlight your field or appeal to a strong interest or value, like sustainability or women's empowerment.

Most importantly, keep your ear to the ground at all time and be willing to tell friends about the opportunities you seek while you're enjoying a happy hour, watching the Super Bowl, or delighting in an epic kayaking trip. Once you've shaped a basic message, you will find it as valuable with your closest friends as you do with that stranger you met five minutes ago. The trick is to deliver it in a manner that is compelling and likely to invite deeper engagement.

Phase IV: **Tell the World: Step Up and Stand Out**

Most of us hate to talk about ourselves, but your basic message helps get you started. In **Step 8, Market Yourself**, I share ways to market yourself (even if you're an introvert), focusing, for the jobseeker, on enhancing your resume, cover letter, and LinkedIn profile; targeting your resume and cover letter for each new job posting; and customizing your basic message for each networking encounter.

If you decide to become an entrepreneur, you will need to brand yourself and your business, identify key sales funnels

and referral networks; build a strong web presence, use search engine optimization (SEO) intelligently to attract clients online; and continuously refine your basic message throughout the life of your business.

All career changers need to build a strong referral base and always be networking. That doesn't mean furiously collecting contacts and booking your planner with coffee dates with people you can't stand. A small army of loyalists is more powerful than a sprawling, loosely connected patchwork of acquaintances. Be authentic but never stop crafting your basic message, honing it as you continue to grow your skill base and deepen your niche.

Perfecting your basic message will bolster your confidence for the most unnatural, intimidating stage, **Step 9, Speak with Confidence and Interview with Ease**. Jobseekers need to interview, while entrepreneurs who hope to grow their business want to strengthen their public speaking prowess. (Jobseekers, too, want to polish their public speaking skills since most jobs require us at some point to conduct presentations or run meetings.) We cringe at even the hint of interviewing or public speaking since both require us to be on display and project just the right amount of confidence and competence yet be self-deprecating enough to charm our audience. The phrase "practice makes perfect" really does hold true for this step, but the real trick is thorough preparation.

In both interviewing and public speaking, the more you put yourself in the frame of mind that you're enjoying an easy, relaxed chat with a friend, the more likely you'll come across as a self-assured, knowledgeable individual. I'll share several tips to help you prepare for interviews and presentations, including "Jedi mindfulness" tricks, power poses and techniques to ensure optimal performance that go beyond imagining your audience members naked and wearing black socks.

Phase V: **Concentrate and Act:** **Start Your Next Career**

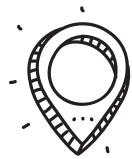
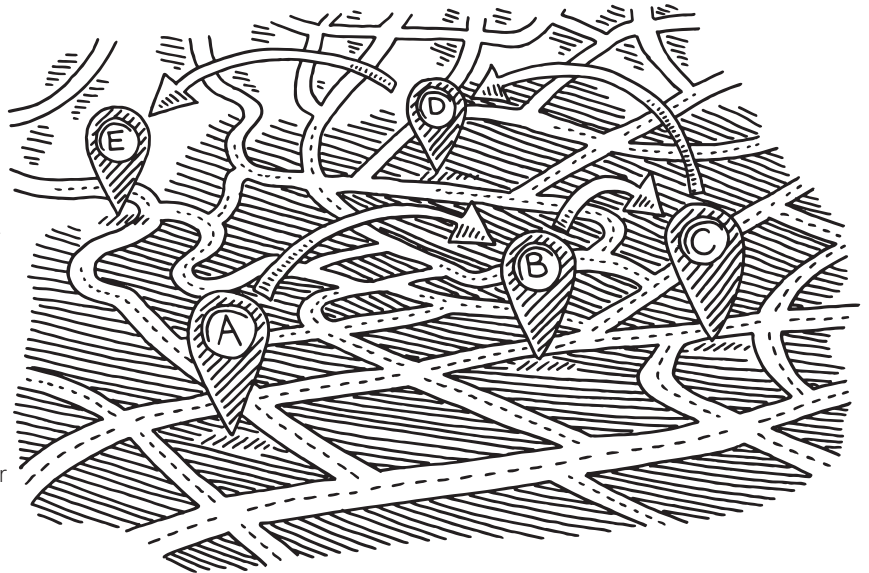
Once you've decided on your career path and begun talking about it, **Step 10, Focus on the Destination** is the key. Whether you decide to work for someone else or start your own business, you will continue to strengthen your networking strategy, but your method of attack will differ. As a jobseeker, you update your resume, learn to write a winning cover letter, research salaries, prepare to negotiate, and devise a disciplined approach to your job search. Rather than applying for as many positions as possible, you take the time to research prospective employers and build an intelligent, comprehensive job search strategy. If you decide on an entrepreneurial path, focus on the brass tacks of starting a business. Once you have honed your idea, I walk you through foundational steps like finding a niche and identifying target clients. By the end, your **Start-a-Business Checklist** will help you think through the fundamentals of your business.

You may realize that you are both jobseeker and entrepreneur. Many solopreneurs find it necessary to start a bridge job to provide the startup income for their new venture. I urge you to find work that strategically improves your network and preserves enough of your headspace to allow you the dedicated time you need to grow your venture.

If you move through the five phases, you will be well prepared to start a new career with full confidence that you are headed in the right direction. Yes, there will be times when you may feel off course, but if you use this book as your road map, exciting possibilities lie in wait for you just over the horizon. Let's get started!

Self-Discovery Road Map

Use this map to track your progress as you embark on your career transition journey. Make notes in the margins as ideas and thoughts bubble up. You will be collecting a lot of information on the introspective leg of your trip, and it can be helpful to record it in one place and see if themes or deeper insights emerge that inspire thoughts that further expand your thinking. Mark this page to make it easy to find since you'll be asked several times throughout the book to reference it. Like any good map, it will endear itself to you with repeated use and reflection.



Interests & Pastimes

Write down your top five interests and/or passions from **Gauge Your Interests and Pastimes** (in **Step 2**).

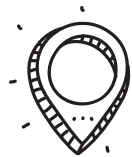
- 1.
- 2.
- 3.
- 4.
- 5.



Psychological Type (Myers-Briggs)

Record your four-letter **Psychological Type** self-assessment from **See What Rotates Your Tires** (in **Step 3**), or if you were able to complete the Myers-Briggs assessment, use those results.

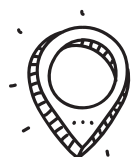
1. ☐ Extroverted (E) ☐ Introverted (I)
☐ Slight ☐ Moderate ☐ Clear ☐ Very Clear ☐ On the Cusp
2. ☐ Sensing (S) ☐ Intuitive (N)
☐ Slight ☐ Moderate ☐ Clear ☐ Very Clear ☐ On the Cusp
3. ☐ Thinking (T) ☐ Feeling (F)
☐ Slight ☐ Moderate ☐ Clear ☐ Very Clear ☐ On the Cusp
4. ☐ Judging (J) ☐ Perceiving (P)
☐ Slight ☐ Moderate ☐ Clear ☐ Very Clear ☐ On the Cusp



Values

Write down your top five values on the **Values Checklist** from **Pay Attention to the Landmarks You Value** (in **Step 1**). (Examples: autonomy, creativity, justice)

- 1.
- 2.
- 3.
- 4.
- 5.



Occupational Themes

Write down your top three occupational theme letters (among R,I,A,S,E, and C) from **The Source of Your Drive** (in **Step 4**), or if you were able to take the Strong Interest Inventory, write down your **Holland Code**.

Occupational Themes (Holland Code): _____

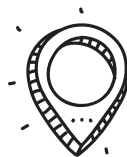
R—Realistic I—Investigative A—Artistic
 S—Social E—Enterprising C—Conventional



Skills

Write down the top five **Skills to Develop** that were revealed in **Let Your Skills Steer You in the Right Direction** (in **Step 4**). (Examples: write clearly, motivate others, organize details)

- 1.
- 2.
- 3.
- 4.
- 5.



Technical Strengths

List the top 5 technical skills you identified for improvement in **Keep Pace with the Times** (in **Step 4**). (Examples: Excel, PowerPoint, Dreamweaver, Photoshop)

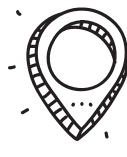
- 1.
- 2.
- 3.
- 4.
- 5.



Ideal Work Setting Characteristics

List the top five “must-have” ideal-work-setting characteristics from **Be Choosy About Your Surroundings** (in **Step 2**). (Examples: twenty-minute commute, \$45,000 with benefits, socially responsible purpose)

- 1.
- 2.
- 3.
- 4.
- 5.



Top Five Strengths (Optional)

If you take the **Top 5 CliftonStrengths** assessment at GallupStrengthsFinder.com, list your top strengths.

- 1.
- 2.
- 3.
- 4.
- 5.

Funding Your Career Transition Generate Income to Keep Moving Forward

Most people must figure out ways to meet financial obligations while exploring career options. Fortunately, there are several ways to earn an income while you transition if you are willing to think outside the box and push yourself outside your comfort zone a bit.

Temping

Temping is the colloquial term for working through a staffing agency. Employers use staffing/temp agencies to accommodate seasonal workload flux, avoid paying benefits, or try someone out before hiring—an arrangement called “temp to hire.”

Most temp jobs are clerical positions for people with intermediate Microsoft Office Suite skills that include Word, Excel, Access, and basic PowerPoint. Receptionist positions are plentiful, and fast typing skills are highly valued. You can also find specialty temp agencies that hire accountants, nurses, software developers, and production and warehouse workers, among other professionals and paraprofessionals. Some agencies hire creative professionals such as graphic designers and web developers.

Depending on the demand for your skillset and the agency's level of organization, it can take persistence to get your foot in the door. Because temp agencies are working for employers, you have to convince the agency that you are a worthwhile product they can easily sell.

Here are a few tips to increase your success with staffing/staff agencies:

- **Reach out to job placement agencies.** Do research online and pick two or three that appear to have jobs (or categories of jobs) that fit your profile. Then, carefully follow their online application instructions and ask for an interview and computer skills test. Ideally, they will invite you in for an in-person interview, which you should prepare for as you would for any interview. Once they've green-lighted you for placement, be persistent. Call weekly (or even daily) early in the morning to show your interest. Keep the lines of communication open about your availability in any and all means they specify—phone, email, online, etc.
- **Go to career fairs and look for the agencies.** Many agencies send recruiters to career fairs, which take place at colleges, universities, and other public venues. Go to these fairs during a slow time like mid-to-late afternoon. Do not go in the morning or at lunchtime. When you meet an agency recruiter, make eye contact, offer a solid handshake, have your resume ready, and ask specific questions regarding their openings and preferred methods of hiring. Get their business card so you can follow up after the fair.
- **Target your resume to the skillset needed for the type of job you are most qualified.** Keep in mind the person reviewing your resume will most likely spend less than a minute to see if your skills are a good match for the job. At the top of the resume list, a summary of qualifications and keywords show your most employable skills. The summary should distill your strengths and experience into a four-to-six-sentence paragraph. Phase III includes details on how to tailor a resume, along with samples of several different resume styles.
- **Be persistent!** After you're in an agency's system, check in regularly. Initially, take any job offered. Once you show you are a reliable worker, you can become more selective.

Most cities have a local agency (or several) that stands out from

the crowd and has built relationships with desirable companies. You will be better served by a homegrown employment placement service that doesn't operate as part of a chain. Cities have specific personalities and ways of working, and the agencies specific to your geographic area will have a better read on how to network and tailor your resume to be successful.

Boly:Welch, for instance, is a woman-owned placement service in Portland, Oregon, with a solid reputation. They place employees in clerical, managerial, and executive positions in selective business settings. Even though Boly:Welch's staff place both temp and perm employees, they favor candidates seeking well-defined positions. Before you approach an agency, find out through networking or reaching out directly the preferred type of candidates.

Aquent (www.aquent.com) and Creative Circle (www.creativecircle.com) are the most active national creative placement agencies. They place experienced copywriters, technical writers, marketing professionals, programmers, web designers/developers, and more. Some creative placement agencies, like 52 Limited (www.52ltd.com), operate as a hybrid model, functioning both as a design firm and a small creative staffing agency.

Bridge Jobs

Sometimes our transferable skills are obvious to prospective employers, and sometimes we must do a little more work to make a solid case before we gain entry into a new field or ascend to the next level in our current field.

To become competitive, you may find that a bridge job is necessary. It provides a link between your old career and your future. The position might last a year or so, and it might be closer to your old field or fall short of your ideal salary. Be open to the possibility of taking a bridge job but be intentional about the skills you are hoping to gain and master in order to make a successful pivot.

Bridge jobs can also come in handy when putting your sights on an entrepreneurial venture that will benefit from specific insider knowledge and access to certain proving grounds. I once had a client named Alex who ultimately wanted to launch a consulting business for nonprofit leaders but took a position with a large nonprofit to network with future prospective clients and learn more about fundraising and development.

Many photographers, painters, and ceramicists apprentice with more established artists not just to learn more about their medium but to deepen their understanding of the business of exhibiting and selling their art while strengthening their networking and clarifying their vision for their own career. Similarly, naturopathic doctors, acupuncturists, massage therapists, and other healing professionals with a goal toward starting their own practice will first work in someone else's clinic as they learn about insurance billing, marketing their services, discerning their niche, and building their clinical skills. In **Ease Your Path with a Bridge Job in Step 5**, I provide more ideas and strategies about how to use a bridge job to your best advantage when seeking to experiment with a new field or germinating thoughts for a new venture.

Part-Time Work

Part-time employment provides some income, structure to your week, and a chance to be with familiar people—all pleasant counterpoints to the stress of navigating new career arenas.

Beverly, formerly a social worker, reduced her workweek to part-time so that she could develop her expertise in the affordable housing field, where she now works. Good-paying part-time

work can be difficult to find, but if you are patient and focused and willing to put feelers out about your interest in a part-time job in a specific field, opportunities can arise. If you are willing to consider administrative work, you could offer yourself as the executive assistant for someone from whom you know you could learn a lot. Busy, successful, creative, and mission-driven people almost always need more help than they let on and posing a simple, “Have you ever thought of hiring a part-time assistant?” question to a booked freelance graphic designer or writer could pave the way to a golden opportunity for learning that would be hard to replicate elsewhere (while providing income).

If staying in an existing job or field on a part-time basis is not a good option, other short-term, part-time work may help, particularly seasonal jobs. Examples include:

- **Large department store chains** like Macy’s offers part-time sales jobs for the winter holidays.
- **Larger hotels** like Hyatt and Hilton and catering companies offer banquet positions that are often part-time and on-call.
- **Home Depot** and **Starbucks** sometimes have weekend work available. Both companies are unusual in that they give benefits to some part-time employees.
- **Sylvan Learning Centers, New Horizons Computer Learning Centers, and community colleges** are always hiring part-time instructors and/or tutors. Varsity Tutors offers an online tutoring platform so tutors can work remotely.
- **Hospitals, universities, colleges, and community colleges** often advertise part-time administrative and program management positions, usually with decent benefits and competitive pay.

More than ever, networking will be key to landing these positions since they are highly desirable and scarce. Let as many people know that you are open to part-time work and clarify what fields you are most interested in exploring.

Gigs

Seemingly every day a new start-up claims to connect workers and employers, ushering in a new era of work flexibility often called the gig economy. Be mindful that these positions may not pay well but could offer the flexibility to set your own hours and refuse work if you get too busy or want to, say, take the summer off and low commitment if you want to quit without much or any notice.

- The **Craigslist** (www.craigslist.com) gigs sections connects you with people looking for short-term employment opportunities
- **Taskrabbit** (www.taskrabbit.com) allows you to create a profile and chat online with people seeking help.
- **Shiftgig** (www.shiftgig.com) is new on the scene. It offers both employers and workers a chance to connect for short-term work assignments in the hospitality, administration, events, warehouse and distribution, and restaurant and food service industries. They also have a category called “experiential marketing,” which includes promo models, product sampling, brand ambassadors, and “event and street teams.”
- **Gigwalk** (www.gigwalk.com) offers nationwide gigs, requiring a smartphone. It has a competitive model in which you “unlock” better paying gigs by doing great work.
- **Upwork** (www.upwork.com) connects freelancers with employers looking for designers, writers, programmers, virtual assistants, and even accountants, among other skilled professionals.
- If you have a clean driving record, **Uber** (www.uber.com) and **Lyft** (www.lyft.com) let you turn your car into a taxi. Some people love it, but it will not make you rich. It can, however, be a viable source of income when you’re between jobs and, if you’re chatty, be a way to meet new people.

Extras

Hollywood studios have discovered many other cities outside of Hollywood, including Atlanta, Austin, Chicago, New York, Albuquerque, and Portland. *Grimm* and *Leverage* enjoyed long runs and employed thousands of people throughout Portland. As of this printing, projects filmed in and around Portland include Freeform Studios’ *Pretty Little Liars: The Perfectionists*; TNT’s *Librarians*; and ABC’s *Stumptown*. Your city may be filming television, commercials and movies too!

The pay is not great, but extras—the people you see in the background of movies and television shows in crowds or seated in restaurants—seem to enjoy the work and form strong bonds with one another. It can offer a fun opportunity to step into a unique, creative world while you think through your next steps. Watch your local newspapers—especially weekly independents—and Indeed.com and social media for announcements for “extra” casting calls or contact a casting agency directly.

Consulting Projects

Consulting or contract work can nicely fill in the gaps on your resume with relevant experience while providing a decent income. Technical skillsets like database management, software development and hardware networking, and creative assignments like graphic design, content management, and website development are all in high demand on a project basis.

Your current professional network is the most likely source of leads for contract and consulting work. You can use LinkedIn, Facebook, and your email list to explain your skills and the problems you can solve. Throw out a message on social media or email like “I am available for short-term projects over the next several months. With my data-analysis expertise, I can improve your small-business profit margins by trimming waste and targeting your marketing efforts.”

You can also generate projects through trade and small-business organizations and pitch creative opportunities to people you know in positions of authority. A Facebook or LinkedIn post like “I am an experienced grant writer available to research and write grants for nonprofits focused on sustainability, women’s issues, and reproductive rights” could land you more opportunities than you ever imagined, depending on the size of your network.

Community Resources

During your transition, financial and psychological stress may be taking its toll. A shortage of funds, lack of health insurance, or difficulty paying bills can make the complex decision-making required during a pivot that much more challenging.

Don’t forget that there are excellent community resources available during this challenging phase. Don’t be a victim of your pride—you don’t have to be in dire straits to ask for help. These community resources are designed for everyone, including many educated, middle-class individuals in need of temporary support. Some resources may be free while others are often offered at a low-fee or sliding-scale basis.

Some examples include career-focused resource centers at community colleges and community centers, government-funded workforce development centers, and nonprofits focused on professional development. Even churches and nonprofits with non-career-focused missions (such as hunger, domestic violence prevention, or immigrant rights advocacy) often offer community-based career-transition support groups and resume-writing, job-search, and career-coaching services.

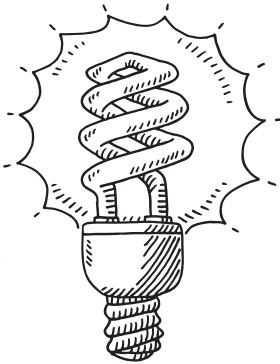
Entrepreneurial-minded career changers can find excellent support at the Small Business Administration, which can connect you with mentors through SCORE and help you explore lending

opportunities. Many cities and states also offer small-business development centers (SBDCs) that will offer classes, business coaching, and other sources of support as you develop your business idea.

When you're on firm footing and heading down a clear career path, you can always give back by volunteering your time and expertise to an agency that once helped you.

Career Idea Brainstorm

There comes a point when it might feel as if all roads leading to career satisfaction are not only closed but obscured by a thick, pea-soup fog. Don't let this impede your progress. In this exercise for jobseekers, I encourage you to expand your thinking to brainstorm every conceivable career and corresponding employer (company, nonprofit, university, etc.) that has ever interested you.



I should warn you—your Inner Critic will try to weigh in, sitting like a blithe passenger ready to pooh-pooh any idea that sails through your mind. This judgmental passenger will say things like “You don't have enough education,” “Friends will snub you if you do that,” or even the snarky teenager favorite, “Yeah, right!” Just remember, though, that this is your road trip, and back-seat drivers are not welcome. Metaphorically pull over the car and show your Inner Critic the door. This is your time to meander the roads of your choosing. Later you can swing by and pick your passenger back up as you prepare to narrow down your list, but for now, you need to indulge your wildest fantasies.

In addition to your adult dreams, reconnect with childhood whims—did you want to build railroads, design movie sets, or program video games? Be a photographer who travels for *National Geographic*? Be a vegan chef caters movie sets? Write it down—there are people who do this. Why not you?

If you don't have a specific career in mind, pair skills with specific organizations that call to you: “use my PR skills for Mercy Corps” or “design websites for Weiden+ Kennedy.” Maybe you would like to apply your graphic design skills to worthy causes, like nonprofits or B Corps. Jot down all companies that get your juices flowing—just make sure to include at least one skill you could offer, for example, “New Seasons Market (design websites.)” Don't worry if you don't know what types of positions are available. There will be plenty of time for practical thinking later. This is your time to daydream.

To stop yourself from editing out options based on fear, talk to your Inner Critic in a firm, calm voice: “Step aside. I promise you will get your time later.” The following activities may help you to shake loose some unexplored options hiding in your brain.

- **Imagine that someone else asked you,** “What would a good career choice be for someone who has interest in _____ and _____; is passionate about _____; and possesses skills in _____, _____, and _____?”



Roadside Assistance Tip #1

Bookmark this page so you can add to the list you'll start creating now. Jot down job titles, career ideas, and corresponding employers as they bubble up into your consciousness. You may think, “That's not necessary. I'll remember.” But you will be surprised how quickly even the best ideas slip our minds.

Career Idea Brainstorm List	
Job Titles	Companies
Example: Project Manager	Apparel companies (Nike, Adidas, etc.)

- **Take a few close friends out for a beer or tea.** Brief them on your findings from your self-assessment exercises and then ask them for suggestions, from the obvious to the wild. (Steer clear of tequila for this exercise, though; we want your list to be legible the next day and free of cartoons of you telling your boss where he can stick the TPS report that is missing a cover.)
- **Review jobs lists that match your Myers-Briggs personality type** in books, using in books like *Do What You Are*, by Paul D. Tieger and Barbara Barron. Career counselors can administer the Strong Interest Inventory, which compares your interests to more than two hundred job titles.
- **Use resources** such as the *Dictionary of Occupational Titles*, OLMIS, the yellow pages in *Cool Careers for Dummies* (Marty Nemko, Paul Edwards, and Sarah Edwards), or the last section of Carol Eikleberry's *Career Guide for Creative and Unconventional People* to familiarize yourself with little-known emerging job titles.
- **Don't rush the process.** Give yourself at least a week to daydream a bit. Ideas just below your conscious awareness will emerge, particularly if you meditate, journal, or interpret your dreams. If you keep a journal, consider these questions:
 1. Think of a career of someone you know that has always piqued your curiosity. What intrigues you about that career and makes you think it is something you would enjoy?
 2. Do you have ideas for a business? See **Business Idea Brainstorm** on the next page to flush out your ideas.
 3. What did you want to be when you grew up when you were eight? Twelve? Sixteen?
 4. If you went to college, what was your major? What was almost your major?
 5. If you didn't go to college, what would have been your major?

After you've completed the lists below, evaluate your options and circle the two to four you would enjoy researching in greater depth. You will use this list in the exercise **Short List of Possible Careers or Business Ideas**.

- If brainstorming isn't your strong suit, don't sweat it. Here are some ideas for shaking your mental cobwebs loose:
- **Journal about all the jobs you've had** since you first started working, asking yourself what you liked about each job and what you didn't. Pay attention and write down ideas that you'd long forgotten.
 - **Ask a friend or partner** who likes to brainstorm to help. Use a whiteboard or big piece of paper and go crazy. Don't be afraid to be a little silly—someone gets to design costumes for *Peaky Blinders*. Why not you?
 - **Lie down on a couch** in a room with no fear of interruption or intruding noises. Close your eyes and play your favorite channel on Pandora and follow where your mind wanders.

Business Idea Brainstorm

If you sense that your future will follow an entrepreneurial direction, take the time to jot down some possible business ideas. (Later, in **The Entrepreneurial Itch**, you will find a quiz designed to help you determine if this is a stable path for you.)

As you zero in on the type of business you would like to start, seek strength and grounding by finding your tribe among kindred spirits, whether they be individuals committed to sustainability, social justice, creative expression, technology, athletics, youth, nature, or other core interests. Seek out organizations in which like-minded people spend time, like *Sierra Club* for the environmentally dedicated, *Creative Mornings* for visual arts enthusiasts, or *Women in Technology International*, just to name a few examples.

Tune in to the priorities of the fields and industries in which you plot your entrepreneurial path. Consider the rise of B Corps—companies committed to rigorous standards of social and environmental performance, accountability, and transparency. Portland Development Commission's economic development plan routinely emphasizes sectors like technology, health care, athletics, athletics/outdoor recreation, media, and sustainability. What are the industries your city is prioritizing in the present and future? Nationwide, health care, apparel, and technology show significant promise, and the baby boomer generation presents opportunities to meet the needs of people hoping to age in place.

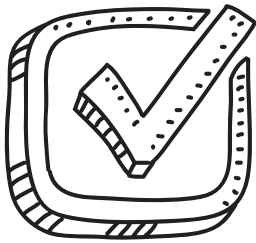
Seek inspiration in the books mentioned in **The Entrepreneurial Itch** in **Phase I** as well as workshops, classes, networking groups, coworking spaces, and other incubators that foster small businesses. Hesitate to share your business ideas with individuals prone to negative or divergent thinking, at least until you get a business plan in place and your wheels in motion.

For each business idea you list, identify three possible client types.

Career Change Itinerary: Prepping for the Journey

Career transition can be a deeply personal endurance test—most of us experience periods of emotional upheaval, self-doubt, and depending on our post-work experiences, varying levels of trauma. Job changers rarely express these feelings out loud since an optimistic, expansive mindset serves us when we're navigating a new career path. The thing is, if we continue to bury the self-limiting negative beliefs, they have a way of surfacing at unpredictable times to sabotage our entire career change.

If you are still working an unsatisfying position, the pretense of



positivity may be exhausting you. Or, if you're unemployed, you may hate being continually asked how the search is going. You may say, breezily, "I'm enjoying spending quality time with the kids, and there are several interesting options that I am exploring." You wish you could groan and say frankly, "I've actually been overindulging in true-crime paperbacks and reorganizing my closets."

To offset emotional challenges, take stock of the resources you have at your disposal, assess your self-care needs, and surround yourself with fun, optimistic people who reliably offer moral support. The goal is to keep yourself energized and focusing forward.

- Like a good road trip, you will travel more smoothly during a career transition if you prepare properly, collect the gear you'll need, and outline an itinerary to keep you on track. Follow the checklist of tools below to ensure a safe and productive journey. Here's how to use the **Career Change Itinerary**:
1. For each item, write in the Action column your notes for acquiring or manifesting that "tool." For instance, to create an attractive work area, you may make a note to visit IKEA to buy a desk or a lamp—whatever you need to create a proper workspace.
 2. Next, circle number 1, 2, 3, or 4, with 1 being the highest priority and 4 being the lowest.
 3. In the **Date** column, write down the date you can acquire that tool. If you don't plan to implement the tool, mark it with an "X."
 4. When you have acquired the tool or made it a regular habit, put a **checkmark** in the **Status** column. Mark tools that are ongoing with an "O."

Business Idea Brainstorm List	
Business Idea	Potential Clients
Example: Coworking Space	a. Technology Startups b. Freelance Creatives c. Startup Consultants
	a. b. c.
	a. b. c.
	a. b. c.
	a. b. c.
	a. b. c.
	a. b. c.

1. Practical Elements

First, create and stock an attractive area in which to work. Only you can decide how organized it needs to be. (Einstein said, "If a cluttered desk is a sign of a cluttered mind, of what, then, is an empty desk a sign?") Most importantly for everyone, put things in place that remind you of people you love and that keep you inspired.

Attractive Work Area Put at least one thing on your desk that is tied to someone you admire—a photo, a paperweight, or some other object that puts you in mind of a specific person. Make it a place where you want to spend time. Decorate with motivating quotes, photographs, a painting of David Bowie, plants—whatever moves you.

Dedicated Workspace Create a space that will allow you to work without interruption, preferably a place where you can close the door and work quietly. Even a closet is fine as long as it's a place where you can store your Career Search Binder and other career-transition tools. Make it as clear as possible that people you live with should respect your work area; they should not remove materials when you are gone or leave behind their discarded banana peels and yogurt containers.

“Do Not Disturb” Sign Slap that baby on the doorknob—if you have the luxury of a door—when you're working in your space. People will interrupt you as much as you allow them, so don't be afraid to be firm about your time and space needs.

Career Search Binder Create a binder with eleven sections: one for each step outlined in this book and one section for calendar pages. Use Tul calendar pages and accessories (available at Office Depot) to build a custom career binder that will work for you.

Money/Income for the Transition Most of us aren't Rockefellers and need to bring in at least some income to cover our basic expenses. We recommend a part-time job if you can swing it. If you must work full-time, be sure to carve out at least four hours of uninterrupted time per week for your career journey.

Budget Outline at least a rudimentary budget to see where you can cut back on spending to avoid full-time employment, if possible. At a minimum, it is a useful exercise to give you a sense of how much you would like to make in the coming years. Also, it can help you determine if options like going back to school or completing a training program are possible.

Resume Don't worry too much about polishing your resume yet, but I recommend digging up your latest draft so that it's easily accessible if you do need it. Review it to remind yourself of your accomplishments and boost your confidence.

Day Timer Treat yourself to a novelty egg timer shaped like a cat or an actual egg to decorate your workspace and track a set amount of time per day for your career-transition work.

2. Technological Tools

In the last twenty years, technology has changed drastically how we embark on a career-transition journey, start businesses, search for jobs, hire and evaluate employees, and do our work. In the last five years, social media has begun to play a primary role in how people are assessed and evaluated, even before they are asked to follow the preliminary hiring steps. While this might seem disconcerting, it can actually provide you with opportunities to shine as you showcase your achievements and connect with others who can help pave the way to your new career.

Basic Computer Skills Many community colleges and workforce centers offer free and low-priced computer classes. At the very least, brush up on Microsoft Word and Excel. For extra mileage, add a database program like Filemaker Pro and, if you are creatively inclined, Adobe Creative Suite programs like InDesign, Illustrator, and Photoshop and basic website development. (Private arts colleges and community colleges often offer reasonably priced classes in Adobe products, and online training tools will teach you how to use Wordpress, Wix, and Squarespace to build websites.)

LinkedIn Profile Because 93 percent of hiring managers use LinkedIn and a staggering number of people (over 1.6 billion as of May 2020) are using Facebook, it just makes sense to join the bandwagon. There are several outside-the-box ways to use LinkedIn for career exploration and job searches that may surprise you. (You'll learn more about that in Phases II and III.)



Roadside Assistance Tip #2

If, after completing the assessment in **The Entrepreneurial Itch**, you discovered you are a natural entrepreneur, bookmark **Business Idea Brainstorm** and keep track of your ideas there.

you wish to explore further. (We'll discuss Tour Guides in Phase II.)

Calendar App Unless you're religiously committed to a paper calendar, consider using an online calendar tool. Google Calendar seems ubiquitous, but Microsoft Outlook and Apple's iCal are also popular. If you're a smartphone user, download the corresponding calendar app so you're ready to schedule something wherever you are. Whether you go high-tech or kick it old-school with a paper calendar, be sure to block out time for self-care, reflection, coffee dates, and getaways. (Keep reading to find out more about these.)

Other Social Media Your need to engage with social media will depend on your industry and personal preferences. If you are uncertain about your need to wade the waters of social media, talk to other people who pursue careers you admire. Stick to apps and tools you enjoy that allow you to be authentic and don't suck a disproportionate amount of time. Avoid pointless conflicts and never give trolls power over your mood or spirit.

3. Spiritual/Emotional Support

Consider the tools that fortify you internally and invite joy, peace, and meaning into your process. Review the things that have helped you through other challenges, from journaling to golf. Find and strengthen your connections to people who can both share the inside journey and support the outward tasks of the search. In addition to supportive family and friends, you might consider working with a career counselor or coach. We can help you clarify a career goal, overcome doubts and fears, and provide practical tools such as resume and interview help. Most provide a free phone consultation and have personal websites. We can provide more help and support if you reach out to us before you feel stuck.

Motivational Books Start with Jen Sincero's *You Are a Badass*, Martha Beck's *Finding Your North Star*, Carol Eikleberry's *The Career Guide for Creative and Unconventional People*, and, if you're entertaining the idea of starting a business, Chris Gillebeau's *The \$100 Startup*. For more book ideas to keep you inspired, see Recommended Resources for Self-Assessment.

Self-Care Arguably all the tools listed in this section are examples of self-care, which I believe is best approached as an overall mindset. By prioritizing your needs for exercise, self-expression, time to yourself, time with friends, and a mindful approach to life, you will improve your cognitive reasoning abilities and lower your stress and anxiety level. For more self-care tips, take note of the ideas next to the little gift icons throughout this book.

Uplifting Music I don't know about you, but nothing awakens my mojo like a lively tune. When I'm feeling blah, I crank up British pop or punk music—Chumbawamba's "Tubthumping" always gets me going.

Mindfulness Humans have a way of tuning out from the world when asked to perform routine tasks that no longer require higher-level thinking. Mindfulness is a Buddhist-inspired practice of paying extra attention and seeing the world like a child does, as if you were experiencing things for the first time. Meditation and yoga, while the most obvious mindfulness practices, aren't the only approaches—walking, painting, swimming, or noticing a beautiful view are all excellent mindfulness habits.

Career Change Itinerary

<i>Tools</i>	<i>Date</i>	<i>Action</i>	<i>Priority Rank</i>	<i>Status:</i> Complete: Mark with a "✓." Ongoing: Mark with an "O."
1. Practical Elements				
Attractive work area				
Dedicated workspace				
"Do Not Disturb" sign				
Career Search Binder				
Money/temporary income for transition				
Budget				
Day timer				
Resume				
Other:				
2. Technology Tools				
Basic computer skills				
LinkedIn profile				
Updated list of "tour guides" / contacts				
Profiles with other relevant social media tools (Instagram, Tumblr, Facebook)				
Calendar app				
3. Spiritual/Emotional Support				
Motivational books				
Self-care				
Uplifting music				
Mindfulness				
Inspirational movies				
Engaging podcasts				
Journaling notebook				
Coffee dates with supportive friends				
Career counselor				
Getaways				
Reflection time				
Creative expression				
Other:				
4. Community Engagement				
Professional associations				
Neighborhood in-volvement				
Strategic volunteer-ing				
Church/spiritual affiliation				
Interesting Meetups				
Other:				