



# DRIVING THE CAREER HIGHWAY



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A PDF COMPANION TO THE AUDIOBOOK

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**Library of Congress Cataloging-in-Publication Data**

Ellig, Janice Reals.

Driving the career highway : 20 road signs you can't afford to miss / Janice Reals Ellig and William J. Morin.

p. cm.

ISBN-13: 978-0-7852-2014-5 (hardcover)

ISBN-10: 0-7852-2014-3

1. Career development. I. Morin, William J. II. Title.

HF5381.E495 2007

650.1—dc22

2006031081

*Printed in the United States of America*

07 08 09 10 QW 6 5 4 3 2 1

## ROAD SIGN 1



### TALK IT OUT—ASK FOR DIRECTIONS

Seek Out Others	Their Advice/Perspective
Friends	
Family	
Internal Mentors	
Professional Colleagues/ Peers in Other Organizations	
Coaches	
Community Leaders/ Not-for-Profit Colleagues	
Religious Affiliates	
Others	

## EXTERNAL EVENTS/EXPERIENCES

Books to Read/Skim	What I Learned
Conferences to Attend	What I Learned
Classes to Attend	What I Learned
Retreats	What I Learned
Professionals/Speakers I Want to Hear	What I Learned
Other External Factors	What I Learned

## POTENTIAL BAGGAGE

<b>Potential Piece of Baggage in Your Life</b>	<b>What View of Yourself Does This Piece of Baggage Leave You With?</b>	<b>What Does It Make You Afraid Of?</b>	<b>How Is This Holding You Back?</b>
Family Background			
Family Dynamics			
Religion			
Schooling			
Friends			
An Event in the Past			
A Personality Trait			
A Physical Characteristic			
A Mental Issue			
Other			

## MY SABBATICAL TASKS

Tasks	What Is This Task Telling Me?
Review My Journal Monthly	
Identify My Trusted Advisors	
Choose Some Books to Read This Year, and List Them	
Select Two Conferences to Attend in the Next Three Months	
Identify My Two New External Experiences	
Identify the Dropped Baggage	

## ROAD SIGN 2



### YOUR PERSONAL MADONNA FACTOR

Take a moment now to assess your personal Madonna factor. Who are you today? What role are you playing? Is that how others see you? Is there a disconnect—a gap—between the role you see yourself in and how others see you? What does it portend for your future?

1. Who am I? Title? Responsibilities?

2. How do people describe me?

3. How do I describe myself?

4. What is the gap between how I see myself and how others see me?

5. What does this say about possible future roles?

### MY PERSONAL “ABAT” CHART

1. Who would I be? (Past/Present/Future)	Why? What do I desire in that person's life or character?
2. What would I do? (Past/Present/Future)	Why? What is the passion I feel for this career?

### JUMP START

My Attributes:	What other roles could I play where these attributes would be applicable and/or useful?
My Talents:	How could my talents be used elsewhere—in another position, role, or company?
My Experiences:	What I can do with these experiences in another line of work?



## THE OPPORTUNITY: WHAT DO I REALLY WANT FROM MY CAREER?

After you have ranked what is most important in Column 1 (with 1 being important), do a reality check of what you are actually getting from your current job in Column 2 (1 = what you are getting most; 14 = what you are getting least).

	<b>COLUMN 1 Rank in Order of Importance to You 1-14</b>	<b>COLUMN 2 Reality Check of Current Job 1-14</b>
Title		
Money		
Recognition		
Personal impact		
Content of work		
Status and power		
Collegiality with co-workers		
Positive office environment		
Location		
Job security		
Artistic rewards		
Community involvement		
Work/Life integration		
Feeling of self-fulfillment		

# A BASIC CAREER CHANGE ACTION PLAN

## POSSIBLE EXITS TO TAKE

<p>1. Market Opportunities: What is available for the position(s) I seek?</p> <p>Companies in Area:</p> <p>Positions Advertised:</p>
<p>2. Network: Whom do I know who works for these companies or in similar positions?</p> <p>People:</p> <p>Positions:</p>
<p>3. Conferences: What conferences can I attend to see if that is the position I truly want?</p>
<p>4. Whom do I know who can help me get the job I want?</p> <p>Friends/Family Members:</p> <p>Agencies:</p> <p>Search Firms:</p> <p>Ads:</p>

### ROAD SIGN 3



#### IS IT THE ORGANIZATION?

	<b>Always 1 point</b>	<b>Frequently 2 points</b>	<b>Occasionally 3 points</b>	<b>Rarely 4 points</b>	<b>Never 5 points</b>
1. Do you wake dreading the day ahead and being in that company and culture?					
2. At the end of the day, do you feel that your accomplishments do not “fit in” with what others in the organization are doing?					
3. Do you find that the people with whom you interact at work are difficult and not supportive?					
4. Does the company devalue what you are doing and openly demonstrate its lack of interest in you?					
5. Do you sometimes need to take a “mental-health day”?					

TOTAL SCORE: \_\_\_\_\_

For the questions you’ve just answered, 1 through 5, the higher the score, the farther away you are from that dead-end street. Here’s how it breaks down:

<b>If you scored . . .</b>	<b>It means you . . .</b>
20–25	pretty much like where you are and where you’re going.
15–19	are reasonably satisfied with your career highway.
10–14	should probably take the test again in six months.
5–9	may be headed toward a dead end.

Now it’s on to the next set of questions, those addressing your view of your work itself. The results will indicate to you if you’re in the right position.

## IS IT THE JOB—THE WORK ITSELF?

	<b>Always 1 point</b>	<b>Frequently 2 points</b>	<b>Occasionally 3 points</b>	<b>Rarely 4 points</b>	<b>Never 5 points</b>
6. Are most of your tasks and responsibilities things that you love doing?					
7. At the end of the day, do you feel invigorated by what has transpired?					
8. In discussing your work and career with family and friends, do you feel proud of what you are doing?					
9. Is what you are doing an accurate reflection of who you are and what you enjoy?					
10. When you are alone, do you say or think to yourself, "This is exactly what I want to be doing"?					

TOTAL SCORE: \_\_\_\_\_

For these questions, 6 through 10, the lower your score, the better. Here's the breakdown:

<b>If you scored . . .</b>	<b>It means you . . .</b>
5–10	are riding high.
11–15	are OK for now.
16–20	may be starting down that blind alley.
21–25	need to act fast to avoid the crash.

### RUNNING ON EMPTY?

	<b>Rarely 1 point</b>	<b>Sometimes 2 points</b>	<b>Frequently 3 points</b>	<b>Always 4 points</b>
Do you know what to focus on at work?				
Do you know what to focus on in your personal life?				
Do you feel physically well?				
Do you know what makes you feel down?				
Do you take time just for yourself—i.e., to think, meditate, exercise, etc.?				
<b>TOTALS:</b>				

Now total up your score and analyze the results:

If you scored . . .	It means . . .
16–20	your tank is pretty full; you're on a smooth ride.
11–15	you are about three-quarters full; is there a leak?
6–10	look for an energy station; you need to fill up.
5	you are empty; it's time for professional roadside assistance.

If you scored anywhere below 20, you will need to stop at an energy station to refill your tank. The lower your score, the more frequently you'll need to stop and the bigger the refill you need. But it isn't just the size of the needed refill; it's the quality of it that counts.

NEW APPROACH TO YOUR ORGANIZATION AND JOB

Expand: Increase What Maximizes Your Interest and Enthusiasm	Diminish: Decrease What Minimizes Your Interest and Enthusiasm	New Opportunity Within the Organization	New Opportunity Outside the Organization	Who Can Help



## THE PLEDGE

I will undertake the following three action steps to improve my current dead-end situation and get out of the blind alley. I also commit to sharing my plan with at least one other trusted person, and I will ask that person to hold me to my action plan. Here's the plan:

### THE PLAN

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

## ROAD SIGN 4



### TASK 1: FIGURE OUT HOW YOU GOT STUCK IN NEUTRAL

Kick off this task by writing down the answers to these questions:

In what situation did you lose or relinquish control?

When?

How did the loss of control or decision-making power feel?

Did you like letting someone else call the shots?

Yes \_\_\_\_\_ No \_\_\_\_\_

Explain:

If you could take back control, what would you do?

Did someone else take control? Make an inventory of people who have controlled you—and assess how they managed to do that.

People Who Have Controlled You / How They Controlled You

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

If you want to, what can you do to take back that control?

### INITIATIVES THAT PAID OFF

Your Initiative	Your Feeling	How It Worked	What Made It Work?

### ANALYZE YOUR TRUE EXPECTATIONS

	<b>Always 1 point</b>	<b>Frequently 2 points</b>	<b>Occasionally 3 points</b>	<b>Rarely 4 points</b>	<b>Never 5 points</b>
1. Do you expect/want someone to take care of you and bail you out?					
2. Do you feel unable to take control and assume responsibility?					
3. Do you constantly look to others for praise and seek their approval?					
4. Do you feel inadequate—less capable than others?					
5. Do you repeatedly ask others for advice and not trust your judgment?					
TOTALS:					

<b>If you scored . . .</b>	<b>It means . . .</b>
20–25	you are not in a victim trap. Congratulations!
15–19	you're well positioned to climb out of your trap.
10–14	you need to ratchet up your sense of yourself.
5–9	time for a reality check: you are in a victim trap.

## CONTRACT

I, [YOUR NAME], hereby proclaim that I am not a victim and that I am in control of my own destiny. I further pledge and agree:

1) that I will not allow others, such as

\_\_\_\_\_, to make decisions for me;

2) that I will not allow situations of the past, like the following,

\_\_\_\_\_ to repeat themselves;

3) that I will not allow myself to feel inadequate or bullied as I did in the following situations:

\_\_\_\_\_  
\_\_\_\_\_;

4) that I will accept responsibility for my own well-being as I did in the past, as in the following situations:

\_\_\_\_\_  
\_\_\_\_\_;

5) that I will again take control as I did in the past, as in the following situations:

\_\_\_\_\_  
\_\_\_\_\_.

(signed)

## ROAD SIGN 5



## HIGHWAY CURVE CONDITIONS

Are There Activities That Suggest This?	Yes/No	How Might It Impact Me?	Is It a Plus, a Minus, or Neutral to Me?
Merger/Acquisition			
Reputation Risk			
Being Acquired			
Downsizing			
Restructuring			
Reorganization			
IPO			
MBO			
Being in Play			
Being in Trouble			
Chapter 11			
Scandal			

HIGHWAY CURVE CONDITIONS (CONT.)

Stock Price Issue			
Getting a New Board			
Getting New Management			
Poor Sales Picture			
Poor Bottom Line			
Other			

MEASURE YOUR HORSEPOWER

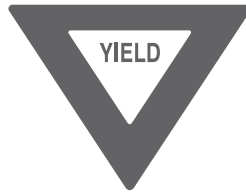
Skills the Company Values	Yes, I Have This Skill/No, I Do Not	Obtaining the Skills I Need Is Feasible/Not Feasible	How Can I Obtain These Skills?
1.			
2.			
3.			
4.			
5.			



## REINVENTING YOURSELF

Skills Needed	Specific 3-Step Action to Acquire the Skill	Target Dates
1.	1. 2. 3.	
2.	1. 2. 3.	
3.	1. 2. 3.	
4.	1. 2. 3.	
5.	1. 2. 3.	

## ROAD SIGN 6



### CORPORATE CULTURE FIT ASSESSMENT

Mark each statement as either true or false for you:

1. \_\_\_\_ I enjoy working with my peers.
2. \_\_\_\_ I share this organization's values.
3. \_\_\_\_ I am comfortable with the way this organization operates on a daily basis.
4. \_\_\_\_ I have no problem achieving things within the framework of the organization's structure.
5. \_\_\_\_ I believe this is a place in which I can achieve the goals I have set for myself.
6. \_\_\_\_ I understand and can play by the rules of this organization.
7. \_\_\_\_ The teamwork here is effective and welcoming.
8. \_\_\_\_ There are role models in the organization whom I can emulate without sacrificing my personal style.
9. \_\_\_\_ I am comfortable practicing the kinds of behaviors this organization prizes.
10. \_\_\_\_ I believe the organization appreciates the way I conduct myself.
11. \_\_\_\_ I believe instinctively that, overall, this organization is a good place for me.

12. \_\_\_\_ I rate this organization higher than other organizations in which I've worked in terms of how it treats its people.
13. \_\_\_\_ The organization offers sufficient latitude for deciding how I want to carry out an assignment.
14. \_\_\_\_ People here are judged on performance above all.
15. \_\_\_\_ I am confident my peers and my superiors will back me if I make a mistake—at least, the first mistake.
16. \_\_\_\_ I believe I can trust people in this organization.
17. \_\_\_\_ This organization uses its resources efficiently and is, overall, an effective organization.
18. \_\_\_\_ This organization offers opportunities to learn new things and develop as a person.
19. \_\_\_\_ I am satisfied with the opportunity to make a difference in this organization.
20. \_\_\_\_ I believe I have a good chance to achieve the most senior-level position I seek in this organization.

BEHAVIOR ASSESSMENT

Who Is on a Fast Track? Names and Titles	Their Operating Behaviors	Their Interaction Behaviors with Others	Behaviors I Feel Comfortable Emulating

BEHAVIOR GAP

Describe Your Organization	My Comfort Gap 1–10 (Low to High)	Changes/Actions I Can Make to Close the Gap	Target Date
Type			
Leadership Style			
Operating Style			
Personality			

ROAD SIGN 7



PASSENGERS IN MY CAR

Peers Who Openly Support Me	How They Support Me	How Much I Trust Them (1 low/5 high)	How Influential They Are (1 low/5 high)
1.			
2.			
3.			
4.			
5.			

THE PEERS I RIDE WITH

Peers I Support	How I Have Demonstrated My Support	How I Can Demonstrate Support in Future	Who Is Most Influential in the Organization (1 low/5 high)
1.			
2.			
3.			
4.			
5.			

WHO’S THROWING EGGS AT MY CAR?

Nonsupporting Peers	Why? Which of the Three Types Are They?	How to Win Them Over or Avoid Them
1.		
2.		
3.		
4.		
5.		

DRIVING WITH THE STARS

Name	Title	Most Recent Notable Action or Achievement	Value in the Company's Eye	Who in the Company Values the Person?

FINDING THE FUEL LEAK

Effects  Describe Your <i>Key</i> <i>Tasks</i>	Visible?	Of Wide Impact?	Strategic?	Something That Causes Disruption/ Impacts Reputation?	Something That Affects Bottom Line?
Task 1  Time to do the work: ____					
Task 2  Time to do the work: ____					
Task 3  Time to do the work: ____					

ROAD SIGN 8



BAD BOSS INDICATOR

Boss's Behavior That Turns On the Bad-Boss Indicator Light	Ideal Behavior That Would Turn Off the Bad-Boss Indicator Light

BOSS PROFILE

Boss's Strengths	Boss's Weaknesses	Boss's Aspirations—Where S/he Wants to Go



## THE BOSS'S EXPECTATIONS

Spoken Expectations	Unspoken Expectations

## EXTENDED BOSS PROFILE

[illegible]

ROAD SIGN 9



PEOPLE YOU INTERACT WITH

	Interact Very Often	Interact Frequently	Interact Occasionally
<b>Subordinates</b> Name  Name  Name			
<b>Coequals</b> Name  Name  Name			
<b>Supervisors</b> Name			
Name  Name			
<b>Externals</b> Name  Name  Name			

### MY PERSONAL SALES FORCE

Name	Function	Relationship

### MY POTENTIAL TROUBLEMAKERS

Name	Function	Hierarchical Level/ Levers of Power

### MY PERSONAL SALES TEAM

Name	Function	Relationship	Helping Action

### MY POTENTIAL TROUBLEMAKERS

Name	Function	Hierarchical Level/Levers of Power	Change	Neutralize	Contain

**ROAD SIGN 10**



**COMPETITIVE SUCCESS IN MY ORGANIZATION:  
WHAT PAYS?**

In My Organization, the . . .	What Functions and/or Divisions Get Rewarded?	What Operating Style (Individual vs. Teamwork) Gets Rewarded?	What Other Behaviors Are Rewarded?
Highest Pay Goes to:			
Highest Bonuses Go to:			
Best Assignments Go to:			
Recognition Goes to:			

**COMPETITIVE SUCCESS IN MY  
ORGANIZATION: OTHER FACTORS**

<b>Names of Successful Competitors in My Organization</b>	<b>Connected</b>	<b>Rising Stars</b>	<b>Names in the News</b>	<b>Other</b>	<b>Reason for Their Success</b>

**CRITERIA FOR COMPETITIVE SUCCESS IN MY  
ORGANIZATION: HOW DO I MEASURE UP?**

	<b>Where do I stand? on a scale of 1 to 5 (low to high)</b>	<b>Why?</b>
<b>Function</b>		
<b>Operating Style</b>		
<b>Connections</b>		
<b>Rising Star</b>		
<b>Name in the News</b>		
<b>Other Behaviors</b>		

THE SEABISCUIT SYNDROME:  
LEARN HOW TO WIN

Winning By:	What Do I Need to Add?	What Do I Need to Do That I Am Not Doing?
Knowing		
Communicating		
Listening		
Having Courage		
Showing Confidence		
Taking the Initiative		
Getting Involved Externally		

## ROAD SIGN 12



### PLANNING FOR A CHILD

Basic Factors to Be Considered	Other Options	Solutions
Financial Implications <ul style="list-style-type: none"><li>• Single income</li><li>• No income for a while</li><li>• Savings</li><li>• Potential unexpected costs for twins, sick child, elder care, etc.</li></ul>		
Nanny/Caregiver <ul style="list-style-type: none"><li>• Cost</li><li>• Comfort with person</li></ul>		
Backup Care <ul style="list-style-type: none"><li>• Family</li><li>• Friend</li><li>• Another nanny</li></ul>		
Household Accommodations <ul style="list-style-type: none"><li>• Space for child</li><li>• Space for nanny</li><li>• Space for home office</li><li>• Space for other needs</li></ul>		
Communication Issues		
Doctor Support and Location		
Other Issues		



## PRIORITY CHART

Rate what really drives you—what makes you get up in the morning and go to work: 1–19 (1 being most important)

- |   |  |
|---|--|
| <input type="checkbox"/> Money                        | <input type="checkbox"/> Travel                    |
| <input type="checkbox"/> Power                        | <input type="checkbox"/> Office                    |
| <input type="checkbox"/> Social interaction           | <input type="checkbox"/> Being viewed as an expert |
| <input type="checkbox"/> Recognition                  | <input type="checkbox"/> Being wanted/included     |
| <input type="checkbox"/> Intellectual stimulation     | <input type="checkbox"/> Being involved            |
| <input type="checkbox"/> Corporate toys               | <input type="checkbox"/> Subordinates              |
| <input type="checkbox"/> Overall relationships        | <input type="checkbox"/> Boss                      |
| <input type="checkbox"/> The work itself/achievements | <input type="checkbox"/> Peers                     |
| <input type="checkbox"/> Status or title              | <input type="checkbox"/> Clients                   |
| <input type="checkbox"/> Other: _____                 |  |

Rate your Personal Priorities: 1–12 (1 being most important). Cross out those that do not apply.

- |   |   |
|---|---|
| <input type="checkbox"/> Significant other/Spouse | <input type="checkbox"/> Civic responsibility       |
| <input type="checkbox"/> Children                 | <input type="checkbox"/> Board/Association          |
| <input type="checkbox"/> Parents                  | <input type="checkbox"/> work                       |
| <input type="checkbox"/> Siblings                 | <input type="checkbox"/> Extracurricular activities |
| <input type="checkbox"/> Church                   | <input type="checkbox"/> Your physical, personal,   |
| <input type="checkbox"/> Charitable work          | <input type="checkbox"/> professional needs         |
| <input type="checkbox"/> Friends                  | <input type="checkbox"/> Other: _____               |

## ROAD SIGN 13



### POTENTIAL CRISIS

Personal Issue	COLUMN 1	COLUMN 2
	Potential for Crisis? 1 = Least Probable 5 = Most Probable	Deal with It Today? 1 = Least Essential to Deal with Today 5 = Most Essential to Deal with Today
Child in Need		
Family/Friend in Need		
Job Changing		
Money Issues		
New Home		
Depression		
Physical Concern		
Health Problem		
Other Problem(s)		

PERSONAL ISSUES PRIORITIZED

Personal Issue	Total of Columns 1 and 2 in Prior Chart	Schedule of Dealing with Each Issue
Child in Need		
Family/Friend in Need		
Job Changing		
Money Issues		
New Home		
Depression		
Physical Concern		
Health Problem		
Other Problem(s)		

While tending to *personal* needs, I will fulfill the following *professional tasks*, and here's how I'll do it:

Personal Need	Professional Task	How to Fulfill Both

ROAD SIGN 14



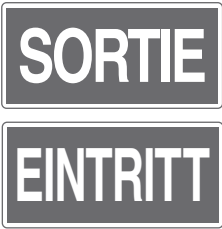
LOCAL SERVICE ORGANIZATIONS

Focus of Charity	Specific Ones in My Area	My Interest Level (1 low–5 High)	Who I Know on the Board of Directors
Medical Area			
Children			
The Elderly			
The Poor			
Housing			
International			
Other			

## YOUR VALUE TO A BOARD

[illegible]

ROAD SIGN 15



CRACK THE CODE—STYLISTICALLY

Language/jargon unique to the organization	
What am I unfamiliar with?	
How do I get comfortable with jargon?	
Where and when do I demonstrate my knowledge of jargon?	

STYLE ASSESSMENT

Mandates: What Is Expected of Me, and By Whom?	Stylistically, How Do I Execute and with Whom Do I Communicate?
1.	1.
2.	2.
3.	3.

ROAD SIGN 16



DO-NOT-ENTER INDICATOR CHART

Progress Indicator	You	Men	Nonminority	Pedigree (Social Status, Schools, Family Name)
Pay				
Perks				
Promotions				
Choice Assumptions				
Title				
Special Project Task Forces				
Informal Time with the Leader				
Office Location				
Support Staff				
Other				

## ACTION PLAN

	Action Step 1	Action Step 2	Action Step 3	Action Step 4
Make Myself More Valuable to My Boss				
Value to Other Divisions; How to Transfer the Opportunity				
Skills Needed for Future				



ROAD SIGN 17



YOUR COMPANY'S CORPORATE VALUES

Value	Statement of What They Mean
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____

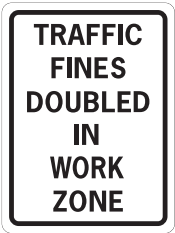
CORPORATE VALUES MAP

Corporate Values	Behaviors of Corporate Management That Show Support for the Value	Behaviors of Corporate Management That Show Lack of Support for the Value

VALUE ASSESSMENT

Corporate Value Not Practiced	My Value	Importance to Me 1 to 5 (low to high)	Action Plan

ROAD SIGN 18



KEY INDICATORS OF BASIC COURTESY

Indicator	Feedback You Have Received	Needs Improvement?	Action Plan
Table Manners (Knows the Rules or Not)			
Dress (Fits the Company Style or Not)			
Appearance (Cleanliness, Hygiene, Neatness)			
Interview Manners (Asks Questions, Listens, Makes Eye Contact)			
Communication Style (Audible, Concise)			
Telephone (Responds to Calls, Pleasant in Greetings)			
E-mail (Replies Promptly)			
Listening (Asks Questions)			
Other			

## RULES OF ETIQUETTE

Indicator	Organizational Standard	Boss's Preference
Dress		
Appearance		
Communication Style		
Telephone Conduct		
Internet Conduct		
E-mail Manners		
Other		

ROAD SIGN 19



BRAND IDENTITY

	My Product Features: Distinguishing Characteristics	My Product Benefits: Impact on the Organization
Skills		
Assets		
Liabilities		
Accomplishments		

## BRAND YOU

1. The organizational need that you perceive:

---

2. Your unique selling proposition—the distinctive value you can bring to answer the need:

---

3. Product *You*: What are your features and benefits?

---

4. Brand *You* bragging rights: what you've done that made a difference in contributing to the organization, and how it shows that you'll make a difference in the future:

---

5. The “ask”: what you're asking/offering, the deliverable response you seek:

---

ROAD SIGN 20



PROGRESS REPORT: HOW AM I DOING?

Actions I've Taken
3-Month Review of Actions Taken
6-Month Review of Actions Taken
12-Month Review of Actions Taken