

INDEX

3M, 154

*The 5 Patterns of
Extraordinary Careers:
The Guide for Achieving
Success and Satisfaction*
(Citrin and Smith), 93

“60 percent rule” for team
selection, 171-172

360-degree appraisals, 141

401(k) plans, 83

A

advisors and mentors, 11-12,
54-56, 203-204

feedback from, 140, 160, 163

human resources people
as, 130

“alternative currencies,” 165

ambition, as secondary to
company goals, 13, 35,
51-52

American Hospital Supply
Corp., 61, 122, 203-204

Andrew W. Mellon
Foundation, 26, 150, 194

Apple Computer, 69

Avon Products, 10, 15, 23,
60, 197

B

balancing life and career,
196-199, 208

Barr, Peggy, 37-38, 56-57

Batts, Warren, 13, 16, 78, 94,
97, 99

Baxter International Inc., 61,
203-204

- Bell, David E., 64-65
 Bell & Howell (now ProQuest),
 18, 70, 130, 135
 benefits. *See also* incentives
 and bonuses
 401(k) and retirement plans,
 69, 83
 stock purchase plans, 84
 Berglas, Steven, 221
 Bogle, John C. "Jack," 5, 8,
 25, 39
 Bolles, Richard N., 71
 boss, as factor in career, 77-78
 communicating with, 97, 133,
 137-138, 162, 213-214
 giving feedback on, 141
 listening carefully to, 219
 for managers, 162-163
 Bowen, William G., 26, 150,
 194-195, 197
 Burger King, 195-196
 Burton, Ron, 201-202
- C**
- Cain, Herman, 63, 113-114,
 119-120, 195-196,
 208-209
 Cardean University, 121
 Cardinal Health, 139, 178, 203
 career, factors in. *See also*
 compensation
 compensation, 80-87
 corporate culture, 79
 first boss, 77-78, 97
 first day on job, 91-92
 first position, 80
 human resources
 department, 129-132,
 135-136
 location, 79-80
 career choice, 9-12
 as based on interests, 60-61
 as conflicting with talents, 64
 flexibility in, 61-62, 64-65
 glamour of, as lure, 65-66
 narrowing down, 66-67
 reconciling expectations over,
 62-65
 career development, 132-133,
 135-136
 career search. *See also* contacts;
 interview; résumé
 evaluating multiple offers.
See career, factors in
 identifying company
 opportunities, 69-71
 Internet, use of, 71
 interview, 75-76
 networking, use of, 71-72
 résumé, 72-75
 career success, 92-94
 dressing for success, 96
 due diligence, 95
 getting feedback, 109-110,
 138-139. *See also*
 feedback
 identifying mainstream
 opportunities, 108-109
 interacting with others,
 103-105
 setting expectations, 96-98
 setting objectives, 99-102

- setting realistic pace, 97-98, 106-108
 - socializing, 103-104, 184
 - spending time wisely, 102-103
 - workspace rules, 105-106
 - Carnegie Mellon University, 121
 - Citrin, James, 60, 72-73, 93
 - Columbia Business School, 121
 - compensation, 68-69, 80-81
 - base pay, 81-82
 - benefits, 68-69, 83-84
 - discussing, at interview, 82-83
 - fairness of, 86
 - incentives and bonuses, 68-69, 84-87
 - as rising with responsibility, 81-82
 - contacts. *See also* networking
 - advisors and mentors as, 54-56
 - benefits of maintaining, 52-54
 - as often unexpected, 53-54, 57
 - use of, to find a job, 71-72
 - within company, 47-49
 - contributions to company,
 - making, 4-10, 92-94, 133
 - through human resources department, 131-132
 - corporate culture, 66-69
 - and ethics, 25-26
 - examples of, 67-68
 - as factor in career, 79
 - coworkers
 - diversity of, 14
 - equal treatment of, 36-39, 102-103
 - feedback from, 140-141
 - helping, 7-9
 - helping, when rivals, 205-206
 - interaction with, 103-105
 - “local knowledge” of, 15-16
 - respect for, as important, 15-16, 23, 36-37, 125, 172-173
 - customers
 - contact with, 134-135
 - service to, 165
- D**
- decision-making, 156-159
 - delegating responsibility, 34, 148-150, 174-175
 - Delves, Donald P., 83, 85
 - DeVry University, Keller Graduate School of Management, 121
 - disappointments and missed opportunities, 206-209
 - distance learning MBA programs, 121-122
 - Donald, Luke, 64
 - Doriot, Georges, xxiv-xxv, 12, 49, 82, 107, 157, 178, 184, 187, 214
 - dressng for success, 96
 - Drucker, Peter F., 178, 223
 - Duke University, 117, 122

E

email, 215, 221-222
 emotional intelligence, 224-226
 entry-level positions, 7, 16-17,
 80-82
 estimating costs and figures, 222
 ethics, 21-23. *See also* personal
 ethics
 and corporate culture, 25-26
 speaking up on issues of, 217
 etiquette, importance of, 56-57,
 76, 203-204, 215

F

feedback, 138-142
 360-degree appraisals, 141
 from advisors or mentors,
 140, 160, 163
 from coworkers, 140-141
 as delivered by managers,
 178-181
 as factor in career success,
 109-110, 138-139
 firing employees, 181-183
 inviting and interpreting,
 217-218
 performance appraisals,
 136-138
 and raises, dealing separately
 with, 180
 receiving, rules for, 140
 from subordinates, 141, 161
 “virtuous cycle” of, 142
 “feedback analysis,” 223
 firing employees, 181-183
 first boss, as factor in career,
 77-78, 97

first day on job, as factor in
 career, 91-92

first position
 as factor in career, 80
 as factor in MBA
 admission, 126

*The 5 Patterns of
 Extraordinary Careers:
 The Guide for Achieving
 Success and Satisfaction*
 (Citrin and Smith), 93

forecasting, 223-224

401(k) plans, 83

Fuqua School of Business
 (Duke University), 122

G

goals of company, focusing on,
 4-7, 15, 33-34, 92-94.

See also servant
 leadership

as part of résumé, 73-74

Godfather's Pizza, 63, 113

Goleman, Daniel, 224

graduate school, 111-114. *See
 also* master's degree;
 MBA programs

admission to, 125-127

networking at, 122-123

gratification, delaying, 10-12

Gray, John D. “Jack,” 11, 17,
 36-37, 157

“greater good,” serving, 13,
 33-34. *See also* servant
 leadership

Greenleaf, Robert K., 34

H

habits for success, 211-212
 emotional intelligence,
 224-226
 estimating, 222
 forecasting, 223-224
 listening, 218-220
 prioritizing, 220-222
 reading, 212-214
 speaking, 216-218
 writing, 214-215

handwritten notes, 76, 215

Hart Schaffner & Marx (now
 Hartmarx Corporation),
 11-12, 17, 29-30, 36,
 134-135

Harvard Business School, 117

Hewlett-Packard, 102

hiring freezes, 70

honesty, 27-28, 40

*How to Be a Star at Work: 9
 Breakthrough Strategies
 You Need to Succeed*
 (Kelley), 8, 48

human resources (HR)
 department
 as factor in career, 129-132,
 135-136
 mentors in, 130
 networking with, 131-132

humility, 7, 15-18, 37-38, 125

I

incentives and bonuses, 68-69,
 84-87
 signing bonuses, 85
 stock options, 37, 86

inflection points, of companies,
 69-71

In Search of Excellence:

*Lessons from America's
 Best-Run Companies*
 (Peters and Waterman),
 102

interaction with coworkers,
 103-105, 205-206

interests, personal, 60-61,
 185-186

International Home &
 Housewares Show,
 Chicago, 165

Internet, as used in career
 search, 71

interview

 being truthful at, 28, 40

 choosing to attend, 11-12

 discussing compensation at,
 82-83

 as handled by manager,
 174-178

 handwritten note,
 importance of, 76, 215

 questions to ask, 75-76

 reference checking, 177

 videotaping, for practice, 75

J

job interview. *See* interview

jobs. *See* career, factors in;
 career choice; career
 search; career success

Jung, Andrea, 10, 15, 23,
 60, 197

K

Keller Graduate School of Management (DeVry University), 121
 Kelley, Robert E., 8-9, 47-49, 163
 Kellogg School of Management, 112, 117, 125-126
 knowledge
 compiling information on, 49
 of coworkers/subordinates, 15-16, 48-49, 125, 162
 deficit of, eliminating, 47-49, 102-103
 hoarding, 50-51
 sharing, 49-50
 “knowledge deficit,” 47-49, 102-103
 “knowledge map,” 48-49

L

LaFasto, Frank, 139, 178, 203-204
 Lauren, Ralph, 207
 layoffs, 70
 leadership
 servant leadership, 33-36, 149
 as valued by MBA programs, 126
 legacy, importance of, 201-202
 Lieberman, Pamela Forbes, 9, 25-26, 55, 57

life lessons, 193-196
 balancing life and career, 196-199, 208
 disappointments and missed opportunities, 206-209
 helping rivals, 205-206
 leaving a legacy, 201-202
 making an impact, 200-201
 smiling, importance of, 202-203
 “thank you,” importance of, 203-204
 LinkedIn.com, 54
 listening, 218-220
 Livingston, J. Sterling, 77-78, 151
 “local knowledge,” 15-16
 location, as factor in career, 79-80
 London School of Economics, 121
 lunches, for networking, 56-57
 Luthans, Fred, 51

M

Maddux, Greg, 6, 35-36, 100, 156-157
 mainstream opportunities, identifying, 108-109
 Management By Objective (MBO), 99
 mini-MBOs, use of, 99-102, 108
 “Management By Wandering/Walking Around” (MBWA), 102

- management style, 159-160
 - meeting team, 160-161
 - with older workers, 162
- managers
 - dangers of socializing by, 103-104, 184
 - dealing with
 - underperformers, 151-153, 155
 - decision-making by, 156-159
 - delegation of responsibility
 - by, 34, 148-150, 174-175
 - delivery of feedback by, 178-181
 - ethical scenarios for, 28-31, 40-41
 - expectations of, for others, 150-151
 - interviewing strategies for, 174-178
 - as learning from
 - subordinates, 15-16, 160-162
 - networking by, 51
 - organizational changes by, 185-186
 - personal selling and
 - negotiating by, 164-166
 - pet projects of, 154
 - problem-solving by, 154
 - star performers, as handled by, 186-188
 - style of. *See* management style
 - as team builders. *See* team; team-building
 - as team players, 7, 160-162
 - and their bosses, 162-163
 - as too aggressive, 155
 - as young, 14, 77-78, 162
 - manners, importance of, 56-57
 - master's degree, 111-113. *See also* MBA programs
 - distance learning, 121-122
 - and earnings, 115-117
 - full- and part-time study, 118-121
 - and job prospects, 123-124
 - and love of learning, 124
 - reasons for pursuing, 115-118
- Mattel, 11-12
- Mayer, John "Jack," 224
- MBA programs, 111-113
 - admission to, 125-127
 - costs of, 119-121
 - distance learning, 121-122
 - and earnings, 115-117
 - at elite schools, 117-118
 - experience, as valued by, 121, 126
 - full- and part-time study, 118-121
 - and job prospects, 123-124
 - leadership, as valued by, 126
 - and love of learning, 124
 - reasons for attending, 115-118
 - specializations in, 122, 124
- MBO (Management By Objective), 99
 - mini-MBOs, use of, 99-102, 108

MBWA (“Management By Wandering/Walking Around”), 102
 mentors and advisors, 11-12, 54-56, 203-204
 feedback from, 140, 160, 163
 human resources people as, 130
 Minow, Nell, 198-199, 208
 missed opportunities and disappointments, 206-209
 Morris, Shorty, 203
 multi-tasking, art of, 221

N

names, remembering, 219
 Nash, Laura, 200
 NCOs (non-commissioned officers), 15-16
 negotiating and selling skills, 164-166
 networking, 45-46
 advisors and mentors, role of, 54-56
 benefits of contacts made through, 52-54
 to find a job, 71-72
 at graduate school, 122-123
 with human resources department, 131-132
 importance of etiquette to, 56-57
 and “knowledge deficit,” 47-49, 102-103
 by managers, 51
 versus schmoozing, 51-52
 as way to find team members, 170-171

newspapers, 212-213
New York Times, 212
 Niewoehner, Gerry, 75-76
 non-commissioned officers (NCOs), 15-16

O-P

older workers, dealing with, 162
 “parallels” and “serials,” 221
 PepsiCo, 37
 performance appraisals, 136-138
 “permanent record” of ethics, 24
 personal ethics, 23-25, 32
 and corporate culture, 25-26
 rationalizing unethical behavior, 32-33
 scenarios involving, 27-32, 40-42
 speaking up on issues of, 217
 personality of companies, 67-69
 “personal mosaic,” 18-19
 Peters, Tom, 102
 Pfeffer, Jeffrey, 116-117
 Pillsbury Co., 195
 Premark, 13, 78, 94
 Prepared to Lead (consulting firm), 149
 prioritizing, importance of, 220-222
 Procter & Gamble, 12, 49, 122, 214
 promotion, 132-133, 135-136
 ProQuest, 18
 public speaking, 216

Q

- questions, asking
 - by manager, 217-218
 - by prospective employee, 75-76
 - by prospective employer, 175-176

R

- Reader's Digest Association, 132, 202
- reading widely, 212-214
- references, checking of, 177
- Remember Who You Are: Life Stories that Inspire the Heart and Mind*, 64-65
- Reserve Officers' Training Corps (ROTC), 15
- résumé, 72-75
 - accomplishments, listing, 74
 - company goals, as important to, 73-74
 - cover letter, importance of, 75
 - personalization of, 73
- retirement plans, 69, 83
- rival coworkers, helping, 205-206
- ROTC (Reserve Officers' Training Corps), 15
- Rubly, Maria, 130
- Ryder, Thomas O., 132, 137, 202-203, 205-206

S

- salary, 68-69, 81-82. *See also* compensation
- Salovey, Peter, 224

- schmoozing, 51-52
- S.C. Johnson, xxiv, 122
- selling and negotiating skills, 164-166
- "serials" and "parallels," 221
- servant leadership, 33-36, 149
- Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness* (Greenleaf), 34
- signing bonuses, 85
- silence, power of, 218-219
- Sisters of Charity, 29-30
- "60 percent rule" for team selection, 171-172
- slang and colloquialisms, avoiding, 218
- Smith, Richard, 93
- socializing, 103-104, 184
- "social loafing," 101-102
- speaking well, 216-218
- Stanford University, 116-117, 121
- star performers, handling, 186-188
- startups, 69
- Sterling Institute, 77, 151
- Stevenson, Howard, 200
- stock options, 37, 86
- stock purchase plans, 84
- subordinates
 - equal treatment of, 36-39
 - expectations of, 150-151
 - feedback from, 141, 161
 - importance of, to company, 15-16, 37-39
 - "local knowledge" of, 15-16

T

team, 169-170
 delivering feedback to,
 178-183
 developing from scratch,
 183-186
 firing members of, 181-183
 importance of, 6-7, 160-161
 selecting members of,
 170-178
 star performers on, 186-188
 team building
 “60 percent rule” for,
 171-172
 hiring friends and former
 coworkers, as dangerous,
 173-174
 “thank you,” importance of,
 203-204
 T.H.E. Inc., 63, 113
 360-degree appraisals, 141
 3M, 154
 “time abusers,” 221
 time management, 97-98,
 106-108, 220-222
 Toastmasters International, 216
 travel, pros and cons of, 65-66
 Truman, Harry S., 214
 TruServ Corporation (now
 True Value Company), 9,
 25, 55
 Tupperware, 13, 94

U

“understanding curve,” 3
 University of Chicago,
 Graduate School of
 Business, 117, 121
 University of Phoenix, 121

V

Vanderbilt, Amy, 215
 Vanguard Group, 5, 25, 39
 videotaping, as interview
 practice, 75
 volunteer work, 199

W-Z

Walker, Carol A., 149
 Waterman, Robert, 102
 Wharton School (University of
 Pennsylvania), 117
*What Color Is Your
 Parachute?: A Practical
 Manual for Job-Hunters
 and Career-Changers*
 (Bolles), 71
 Wilson, Ed, 112-113, 118,
 125-126
 workspaces, office, 105-106, 184
 writing well, 214-215