

**Career Transition  
Center**  
George P. Shultz  
National Foreign Affairs  
Training Center  
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# CTC NEWSLETTER

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2008**

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“Cheers to a New Year and another chance for us to get it right.”

- Oprah Winfrey

## Job References You Can't Control

*By Anjali Athavaley  
Published in the Wall Street Journal, September 27, 2007*



Job interviewers, beware: Your prospective boss may have called your references before you walk through the door—and they may not be the contact you provided. Professional networking sites such as LinkedIn Corp. and Jobster Inc. are making it easier for employers to get in touch with people who have worked with job candidates in the past or know them personally. Recruiters say they use such sites – where people create online profiles and then link to professional colleagues who are also members — to find mutual connections they can hit up for information. Many hiring managers say they even check to see if they have mutual connections with a candidate on Facebook and MySpace, the popular social networking sites. The trend, which started mostly with Web-savvy recruiters in the technology industry, is now spreading to other industries such a human resources and financial services, says Cathy Henesey, talent acquisition leader at appliance maker American Standard Cos. Recruiters typically use networking sites to check on entry-level and midlevel job seekers, she says. But even professionals and CEOs have experienced the practice, often referred to a “informal reference checking.”

Traditionally, recruiters call references after a thorough face-to-face interview. The contacts are provided by the job seekers and are typically people who are likely to provide a positive recommendation. But for a growing number of job seekers (LinkedIn now has 14.8 million members), networking sites have “completely changed everything,” says Dennis Smith, senior recruiting manager at T-Mobile USA, a unit of Deutsche Telecom AG. Now, recruiters can

access entire personal networks, says Mr. Smith, who checks Facebook, LinkedIn and Jobster for mutual connections before he interviews a candidate in person.

Because online contact lists are typically viewable right on members' profile pages, hiring managers can quickly identify relevant contacts and confidentially message these people through the networking site. Such reference checking exposes job seekers to certain risks. Many site users routinely connect online to people they have only a glancing relationship with—say, someone who simply works at the same company—and there is no guarantee that the references will be favorable.

But such checking can work to a job seeker's advantage, too. Chandan Mahajan says his LinkedIn profile—which lists his previous work experience, displays eight recommendations from former colleagues and shows that he has more than 100 connections online—helped him land a job in May with a business-development manager for Wipro Technologies, the global information-technology services business of Wipro Ltd. The recruiters at Wipro “did say there were a couple of people they knew in my network,” says Mr. Mahajan, 28 years old, of East Brunswick, N.J.

Wipro Technologies confirms that it contacted some of Mr. Mahajan's connections after the first interview. “We did every informal reference check,” says

Madulika Goel, the company's manager of strategic resourcing. In fact, Wipro didn't ask him for a standard resume during initial interviews, opting instead to use Mr. Mahajan's online profile.

For jobs seekers, “it's kind of a caution and an empowerment,” says Jobster CEO Jason Golderg. If your online profile is clean and you are connected to people through social networks who would say favorable things about your abilities, it may help you land the job, he says.

Some recruiters believe the tactic can backfire. “You have to be careful referencing people who have jobs because you might blow them out of their jobs,” says Chuck Wardell, managing director and executive recruiter for Korn/Ferry International's Eastern Region. He says he may perform an initial Google search, check whether the job candidate has written any articles, and make sure the candidate has the degrees listed on the resume — but he doesn't use networking sites. And he doesn't call references “before they have bona fide job offer.”

The risk of tipping off the candidate's current employer is too high. The practice—which recruiters say helps save companies time and money on face-to-face interviews — is the latest way employers and recruiters are using popular sites to hunt for talent. They are already scouring Facebook, News Corp's My Space, and LinkedIn for passive job candidates and using the sites to learn more about active job hunters, whether it be from information in their profile or the photos they post online. “It's just an aspect of what we can do because we are all so connected,” says Mr. Smith at T-Mobile. “A person's online presence is just an integral part of



*“Success is not a destination that you ever reach. Success is the quality of your journey.”*

*-- Jennifer Jones*

their life at this point.”

### **Adding Recommendations**

Social and professional networking sites are adding features that make it easier for recruiters to learn more about prospective job candidates and their connections.

Jobster is planning on launching today a feature that allows job seekers to invite colleagues to write recommendations online that would be visible to recruiters. LinkedIn, which already has a similar recommendation feature, plans to announce today that it will allow users to add photos to their profiles—a feature that could help make job seekers more recognizable to industry recruiters who may know them.

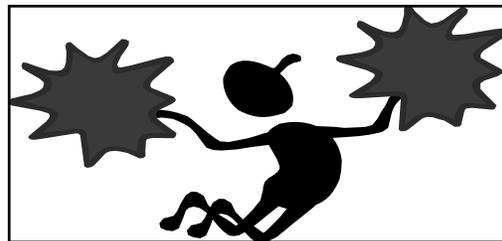
Recruiting experts say that job seekers should be careful about choosing people to connect with on networking sites. This month, Charles Moore, managing partner at Abba Wireless Executive Search Group, used LinkedIn and MySpace to contact two customers and a former co-worker of a job candidate who was interviewing for a director-of-sales position at a large company. Mr. Moore says he typically contacts references he finds online before sending a candidate to a client. “What I found out through reference checks is that the person was tough to work with and get along with,” says Mr. Moore. He didn’t pass on the candidate to his client.

Steven Rothberg, president and founder of College Recruiter.com, a job site for college students and recent graduates, recommends extra precautions for job hunters who are worried that their online profiles could hurt their chances. Some sites allow members to adjust the privacy

settings on a profile so that your contact can’t be viewed by other members, he notes.

### **‘Questionable’ Friends**

“If you are the kind of person who has good friends who will reflect well upon you, then it’s a good idea for the employer to be calling those friends,” says Mr. Rothberg. “If you are going to have friends who are at best questionable in dealing with a potential employer on your behalf, you are probably better off not having those friends visible in your network.” Even top brass can be subject to thorough reference checks. Dan Nye, chief executive officer at LinkedIn, says that the company did 23 reference checks on him without his knowledge before calling him for a face-to-face interview with former CEO Reid Hoffman. Mr. Nye says he wasn’t bothered by the company’s digging. “In the year 2007, it’s fair game,” Mr. Nye says. “Hiring is such an important decision and information about people is very public these days.” He joined the company in February.



### **Career-boosting references**

*By Lily Whiteman, Published in the Federal Times, October 15, 2007*

A reference is something that you should give with gusto or not at all. After all, anything less than a glowing reference will probably doom the applicant’s chances of landing his targeted job,

award, academic program or training program.

So if someone - an employee, supervisor, colleague, client, trainee or contractor - requests a reference from you, and you can't give them a 100 percent enthusiastic endorsement, diplomatically decline the request by saying, "Although I was very pleased with your work on X, we had some disagreements on Y. So you would build a stronger application for yourself by using another reference who could provide an unqualified endorsement."

If, on the other hand, you agree to provide an associate with a reference, maximize its influence in these ways: Give the applicant your home and work contact info. If you will be on vacation or otherwise unavailable some time in the foreseeable future, say so.

Ask the applicant why he is seeking his target opportunity, how his target opportunity is special and how that opportunity would benefit him. Check the dates of your interaction with the applicant so that your stories will mesh.

Request the applicant's résumé, a list of his promotions and awards, recent performance reviews, as well as any other evidence of his success - even if you have previously seen it. Also, obtain a description of the applicant's target opportunity. Review these documents to identify how the applicant's credentials are superior to those of his peers and to identify aspects of the applicant's background that would make him a good fit for his target opportunity.

Ask the applicant which of his credentials and skills your reference should empha-

size. Write down some key points to help you during your discussion with the reference-checker. These points may cover the applicant's intangibles - such as his excellent reputation, work ethic, diligence, reliability, attitude, ability to work in teams, skill in providing direction to others, dedication to staying current in the field as well as substantive knowledge of the field gained through academic or work experience. Be sure to provide specific examples of how the applicant added value to projects.

Respond to reference requests promptly. Remember: The applicant's career is hanging in the balance. And a delayed response from a reference could tip the balance toward another applicant whose references chime in first.

Speak confidently and enthusiastically to reference-checkers. Describe the applicant with superlatives, without any reluctance, hedging equivocation or criticism. Otherwise, you will damn the applicant with faint praise.

One hiring manager explained how a reference's ambivalence can express itself: "I always ask the former boss of an applicant if they would hire the applicant again. If the reference pauses before responding, I know what their true answer is, and I won't hire that applicant."

Volunteer key points at the end of your discussion with the reference-checker that he did not ask about. Inform the applicant that you have given him a glowing reference after you have done so. You will thereby boost his confidence and help him track his application's progress. If the applicant requests a written reference from you, you may ask him to pre-

pare a draft for your signature, which you may then fluff and buff.

*Lily Whiteman is the author of "Get Hired! How to Land the Ideal Federal Job and Negotiate a Top Salary" (FPMI Solutions). She is a public affairs specialist at the National Science Foundation. Her Web site is [www.Get-Hired.biz](http://www.Get-Hired.biz).*

*A New Year's resolution is something that goes in one year and out the other.  
-- Author Unknown*

### **Exit Your Current Job By Developing Bonds**

*By Joann S. Lublin from The Wall Street Journal Online, August 1, 2007*

A disillusioned fund-raiser for a big animal-protection charity penned a bitter resignation letter during a February business trip. He blew off steam about his blocked promotion, inadequate title and other unfair treatment.

The 43-year-old manager read his five-page missive multiple times, then ripped it up and erased the computer file. The fantasy letter "reduced my frustration and enabled me to stay positive," he says. Returning from the trip, he calmly announced that he had accepted a job with greater chances for advancement. His departure without rancor helped to persuade charity officials to offer him re-employment after his new gig didn't pan out this spring.

He turned them down for the same reasons he left, but "was thrilled" by the of-

fer. In the small-town world of fund raising, his dignified exit enhanced his reputation.

Building solid bridges generates more than a rosy reference letter when you resign. It can boost your future job prospects. "Leaving well is a basic career competency," observes Dory Hollander, an executive coach at WiseWorkplaces in Arlington, Va. "If you leave on a high note with connections that are real and true, you create opportunities for yourself down the road."

Plenty of people will soon head out the door. About 25% of 2,149 executives intend to quit within 12 months, concludes a recent poll by ExecuNet, a career-networking organization in Norwalk, Conn.

A graceful exit strategy requires careful planning. You should draft an upbeat explanation that includes praise for the skills acquired on the job. Rehearse your remarks before giving notice in person.

Express gratitude to your superior, citing "specific, genuine ways that she assisted you," recommends Stefanie Smith, a New York management consultant and coach. "Even if she made hurtful, caustic remarks, thank her for some aspect of her expertise."

Trying to settle scores could be destructive. Some employees even refuse to participate in exit interviews, fearing they'll sound too negative.

Also, submit a brief, neutral resignation letter, leaving any angry fantasy behind. Web sites such as I-resign.com supply templates that cover different departure scenarios.

Keep your cool -- even though your supervisor may resent your desertion. "You are making a mistake," a financial-services executive fumed after his paralegal announced her return to full-time school in May. "I understand," the assistant replied. "But you've taught me a lot."

Anticipate an unwanted counteroffer by preparing a diplomatic response that reiterates why you chose to quit. Your tone and body language should suggest that you are rejecting the counteroffer rather than the individual.

This tactic doesn't always succeed, however. When an unhappy departing partner of a global management consultancy spurned a possible counteroffer, her chief executive declared, "I haven't given up on this!"

The partner realized the CEO would continue the pressure. She feared blurting out what she really thought about the place "in very unpleasant terms," she says. So she worked from home until she left last September.

Give enough notice to ensure a smooth transition with customers and fellow staffers. The consulting partner stayed five weeks to finish projects for two key clients. In that way, she was able to use

those clients as references in getting work at her new job, she reports.

The paralegal, known for her messy desk, also made extra efforts to wrap things up before she left. She began filing documents faster, took better meeting minutes, wore a dressy jacket every day and invited her boss to call her afterward about any unresolved issues. "I left everything in perfect shape," she remembers. "He seemed surprised."

When you inform peers about your departure, provide a vivid, positive description of your next employer. But avoid boasting about your enlarged paycheck. A simple statement that you're happy with the compensation package should suffice.

Several other steps will solidify your web of work contacts upon your exit. Make peace with your enemies. Dr. Hollander proposes saying, "The heated discussions we've had have been both positive and negative" because those interactions "will make me a better leader."

Naturally, your closest colleagues deserve the most attention. "These people are going to be part of your eternal career network," Dr. Hollander notes. Bid farewell face-to-face and promise to keep in touch. Send a handwritten note along with your new business card. Reconnect regularly over a meal.

A 36-year-old Washington consultant used a job change to create fresh business ties. Before leaving a strategy con-

sulting boutique for a midsize firm last year, he approached five co-workers about possibly joining forces again. Already, there have been two joint projects between his former associates and his latest employer.

"It has worked out great," he recalls. A resignation represents "a strategic opportunity to stay engaged."



*"Communication-the human connection-is the key to personal and career success."  
- Paul Meyer*

## The Seven Secrets of Inspiring Leaders

*By Carmine Gallo, Published in Business Week, October 10, 2007*

American business professionals are uninspired. Only 10% of employees look forward to going to work and most point to a lack of leadership as the reason why, according to a recent Martitz Research poll. But it doesn't have to be that way. All business leaders have the power to inspire, motivate, and positively influence the people in their professional lives.

For the past year, I have been interviewing renowned leaders, entrepreneurs, and educators who have an extraordinary ability to sell their vision, values, and themselves. I researched their communications secrets for my new book, *Fire Them Up!: 7 Simple Secrets to Inspire Your Colleagues, Customers and Clients*.

What I discovered along the way were

seven techniques that you can easily adopt in your own professional communications with your employees, clients, and investors to motivate and inspire.

**1. Demonstrate Enthusiasm** - Constantly. Inspiring leaders have an abundance of passion for what they do. You cannot inspire unless you're inspired yourself. Period. Passion is something I can't teach. In fact, no one can. You either have passion for your message or you don't.

Once you discover your passion, make sure it's apparent to everyone within your professional circle. Richard Tait, for example, sketched an idea on a napkin during a cross-country flight. It was an idea to bring joyful moments to families and friends. His enthusiasm was so infectious that he convinced partners, employees, and investors to join him. He created a toy and game company called Cranium. Walk into its Seattle headquarters and you are instantly hit with a wave of fun, excitement, and engagement the likes of which is rarely seen in corporate life. It all started with one man's passion.

## 2. Articulate a Compelling Course of Action

Inspiring leaders craft and deliver a specific, consistent, and memorable vision. A goal such as "we intend to double our sales by this time next year," is not inspiring. Neither is a long, convoluted mission statement destined to be tucked away and forgotten in a desk somewhere.

A vision is a short (usually 10 words or less), vivid description of what the world will look like if your product or service succeeds. Microsoft's Steve Ballmer once said that shortly after he joined the company, he was having second thoughts. Bill Gates and Gates' father took Ballmer out

to dinner and said he had it all wrong. They said Ballmer saw his role as that of a bean counter for a startup. They had a vision of putting a computer on every desk, in every home. That vision - a computer on every desk, in every home - remains consistent to this day. The power of a vision set everything in motion.

### **3. Sell the Benefit.**

Always remember, it's not about you, it's about them. In my first class at Northwestern's Medill School of Journalism, I was taught to answer the question, "Why should my readers care?" That's the same thing you need to ask yourself constantly throughout a presentation, meeting, pitch, or any situation where persuasion takes place. Your listeners are asking themselves, what's in this for me? Answer it. Don't make them guess.

### **4. Tell More Stories.**

Inspiring leaders tell memorable stories. Few business leaders appreciate the power of stories to connect with their audiences. A few weeks ago I was working with one of the largest producers of organic food in the country. I can't recall most, if any, of the data they used to prove organic is better. But I remember a story a farmer told. He said when he worked for a conventional grower, his kids could not hug him at the end of the day when he got home. His clothes had to be removed and disinfected. Now, his kids can hug him as soon as he walks off the field.

No amount of data can replace that story. And now guess what I think about when I see the organic section in my local grocery store? You got it. The farmer's story. Stories connect with people on an emotional level. Tell more of them.

### **5. Invite Participation.**

Inspiring leaders bring employees, customers, and colleagues into the process of building the company or service. This is especially important when trying to motivate young people. The command and control way of managing is over. Instead, today's managers solicit input, listen for feedback, and actively incorporate what they hear. Employees want more than a paycheck. They want to know that their work is adding up to something meaningful.

### **6. Reinforce an Optimistic Outlook.**

Inspiring leaders speak of a better future. Robert Noyce, the co-founder of Intel, said "Optimism is an essential ingredient of innovation. How else can the individual favor change over security?" Extraordinary leaders throughout history have been more optimistic than the average person. Winston Churchill exuded hope and confidence in the darkest days of World War II. Colin Powell said that optimism was the secret behind Ronald Reagan's charisma. Powell also said that optimism is a force multiplier, meaning it has a ripple effect throughout an organization. Speak in positive, optimistic language. Be a beacon of hope.

### **7. Encourage Potential.**

Inspiring leaders praise people and invest in them emotionally. Richard Branson has said that when you praise people they flourish; criticize them and they shrivel up. Praise is the easiest way to connect with people. When people receive genuine praise, their doubt diminishes and their spirits soar. Encourage people and they'll walk through walls for you.

By inspiring your listeners, you become the kind of person people want to be around. Customers will want to do business with you, employees will want to work with you,

and investors will want to back you. It all starts with mastering the language of motivation.

[Carmine Gallo](#) is a communications coach for the world's most admired brands. His book, [Fire Them Up!](#) contains insights from top business leaders who inspire through the language of motivation.

## EDITOR'S NOTES

In exploring Federal job opportunities, some of you have asked about eligibility requirements and what various terms mean in the job announcements.

USA jobs is the Official Job site of the United States Federal Government. Below for your reference are definitions of some of the most frequently used terms. For a complete glossary of terms check out their website at:

<http://usajobs.gov/infocenter/glossary/A.asp>

**Status Candidates** - Status is a term referred to a current Federal employee who has achieved a competitive standing. A competitive standing means that the employee can be transferred, promoted, re-assigned, or reinstated without having to compete with applicants from the general public in an open competitive examination. Status is obtained after the employee worked for a period of 90 days - 365 days and the supervisor determined that the individual is capable of performing the job required for permanent Government service.

**Noncompetitive** - Special noncompetitive appointing authorities are established

by law or executive order. Veterans, persons with disabilities, many current and former Federal employees, and returning Peace Corps volunteers are examples of individuals eligible for non-competitive appointment.

**Reinstatement** - Reinstatement allows you to reenter the Federal competitive service workforce without competing with the public in a civil service examination. You may apply for any open civil service examination, but reinstatement eligibility also enables you to apply for Federal jobs open only to status candidates.

CTAP Eligible = Career Transition Assistance Program plan for surplus and displaced employees.

ICTAP Eligible = Interagency Career Transition Assistance Program plan for displaced employees.

Eligible Veterans - You must have held a career or career-conditional appointment at some time in the past. If so, there is no time limit on reinstatement eligibility for those who have veterans' preference, or acquired career tenure by completing 3 years of substantially continuous creditable service.

### What are the eligibility requirements?

You must have held a career or career-conditional appointment at some time in the past. If so, there is no time limit on reinstatement eligibility for those who:

- Have veterans' preference, or
- Acquired career tenure by completing 3 years of substantially continuous creditable service.

If you do not have veterans' preference or did not acquire career tenure, you may be

reinstated within 3 years after the date of your separation. Reinstatement eligibility may be extended by certain activities that occur during the 3-year period after separation from your last career or career-conditional appointment. Examples of these activities are:

- Federal employment under temporary, term, or similar appointments.
- Federal employment in excepted, non-appropriated fund, or Senior Executive Service positions.
- Federal employment in the legislative and judicial branches.
- Active military duty terminated under honorable conditions.
- Service with the District of Columbia Government prior to January 1, 1980 (and other service for certain employees converted to the District's independent merit system).
- Certain government employment or full-time training that provided valuable training and experience for the job to be filled.
- Periods of overseas residence of a dependent who followed a Federal military or civilian employee to an overseas post of duty.

your "mental office" of assorted clutter.

- Change all the batteries in everything and buy a supply of batteries and bulbs that will last you for six months or more, so that minor inconvenience which occurs at the worst times can be dealt with minus the stress.
- Choose two things that really irk you and are within your control (the hole in the driveway, the timers that don't work, the poor TIVO recorder, the leak) and FIX them. Now. This week. (Then do the same next month.)
- Call everyone you should have but haven't in the next week. Call a few a day and you'll have the list done in a week. Make nice.
- Choose some cause for which you will volunteer your time and/or expertise. Expect nothing back except the incredible energizing from being of help.
- Take every magazine piled up you don't read and cancel the subscription. Give any refunds to charity. Look at all the books sitting around that you really are not going to read and give them away. Don't just deck the halls, clear the decks.
- Give yourself an hour a week to think about your place in life and the cosmos. That may be a religious service, spiritual discussion, therapy appointment, yoga class, or private meditation time. Most people do not take the half of one percent of available time each week to give thought to their own condition.
- Look back at 2007. What did you accomplish that you can build on in 2008? What didn't you accomplish which was unreasonable and needs to be modified or abandoned? And what didn't you accomplish because you procrastinated and now should be a priority?
- If you require someone else's help, offer them something that serves their self-interest, don't try to create an obligation,

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## **2008 Techniques for Balance**

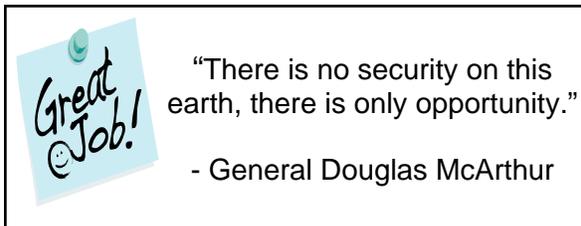
*By Alan Weiss, Ph.D, from the Balancing Act Newsletter 101: January 2008*

- Ask yourself "Why?" Don't just do what you did in 2007 without asking the reason and/or motivation. It will help you clean out

establish guilt, or collect a debt.

- You will NOT lose weight, improve health, make new friends, gain new business, repair relationships, or gain new skills without changing your behavior. Forget the books, motivational audio, calendar, walking over hot glass, and positive attitude. You must change your behaviors. What are you doing to assist you in achieving THAT? A year is like a speech, or a book, or an event: A fast start can positively influence all that follows. Since January is a post-holidays "blue" period in many cases, make your plans to roar into the year with early accomplishment and joy.

*The Balancing Act is a free monthly newsletter about balancing life, work and relations based on books and workshops by Alan Weiss, Ph.D.*  
[www.balancingact@summitconsulting.com](http://www.balancingact@summitconsulting.com).



## CAREER RESOURCES

**Below are some excellent sites for you to review that discuss job references.**

### **CareerBuilder.com**

[www.careerbuilder.com/JobSeeker/CareerBytes/Hints0299a.htm?](http://www.careerbuilder.com/JobSeeker/CareerBytes/Hints0299a.htm?)

### **Quintessential Careers.com**

[www.quintcareers.com/job\\_references.html](http://www.quintcareers.com/job_references.html)

### **RileyGuide.com**

[www.rileyguide.com/refer.html](http://www.rileyguide.com/refer.html)

### **CNN Money**

[www.money.cnn.com/2005/10/25/news/economy/annie/fortune\\_annie102505/index.htm](http://www.money.cnn.com/2005/10/25/news/economy/annie/fortune_annie102505/index.htm)

### **About.Com**

[www.jobsearch.about.com/od/referencesrecommendations/References\\_Recommendation...](http://www.jobsearch.about.com/od/referencesrecommendations/References_Recommendation...)

[www.careerplanning.about.com/od/jobreferences/Job\\_References.htm](http://www.careerplanning.about.com/od/jobreferences/Job_References.htm)

[http://jobsearchtech.about.com/od/interview/l/aa031300\\_2.htm](http://jobsearchtech.about.com/od/interview/l/aa031300_2.htm)

### **Money-zine.com**

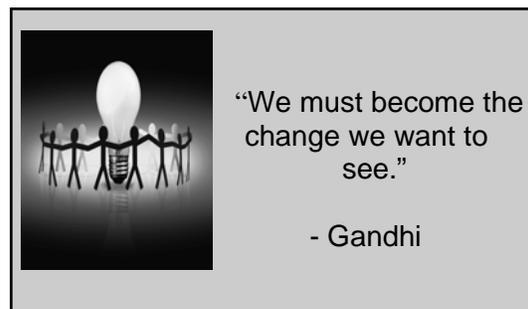
<http://www.money-zine.com/Career-Development/Finding-a-Job/About-Job-References/>

### **Career Service at Virginia Tech**

<http://www.career.vt.edu/JOBSEARC/Refguide.htm>

### **WorkTree.com**

[http://www.worktree.com/tb/MB\\_reference.cfm](http://www.worktree.com/tb/MB_reference.cfm)



## ATTENTION, JSP GRADS!

Any volunteers who would like to share their experiences on working for a think tank or NGO, teaching, starting a small business, tips on the job search process, networking, or other topics of your choice? Sharing your experiences can be very helpful and reassuring to your colleagues!

Would you like to speak with future JSP participants about life after U.S. government service? The JSP includes several panels comprised of JSP graduates. They include: the JSP graduates panel; small business owners panel; independent consulting panel; the education, NGO/Nonprofit, writing and publishing, volunteer, part time, association speakers and WAE panels. If you are interested, send me an email at [HayesP@state.gov](mailto:HayesP@state.gov).

*The start of the New Year is a perfect time to start a stop doing list and to make this the cornerstone of your New Year resolutions, be it for your company, your family or yourself. It also is a perfect time to clarify your three circles, mirroring at a personal level the three questions..*

- 1) *What are you deeply passionate about?*
- 2) *What are you genetically encoded for — what activities do you feel just “made to do”?*
- 3) *What makes economic sense — what can you make a living at ?*

*Those fortunate enough to find or create a practical intersection of the three circles have the basis for a great work life.*

*- Jim Collins*



### **CTC NEWSLETTER**

**FSI/TC/CTC**

U.S. Department of State  
Washington, D.C.  
20522-4201

Also available on the internet  
at [www.state.gov/m/fsi/tc](http://www.state.gov/m/fsi/tc)