

Understanding the New Career **1**

Three Career Cases

THE BARNES FAMILY

John and Nancy Barnes have been married for 14 years, have two preteen children, and live in the Midwest. John is a 37-year-old executive at a high-technology company with a demanding job requiring frequent travel. Over the past year, he has traveled often to the West Coast corporate headquarters, and he has recently been offered a transfer to that location. The job prospect is exciting, and it would offer John high visibility and greater promotional opportunities.

In the meantime, Nancy, 38, holds a senior-level position with one of the area's largest hospitals. Nancy has been with her employer since she earned her graduate degree in healthcare administration 15 years ago. She has had some interrupted periods of employment over the years, taking leaves when the children were born. She also worked a reduced schedule for a short period of time when the children were very young but generally has stayed on the career track.

In the past few years, John and Nancy have discussed the possibility of one or both of them scaling back their work to be more available to their children, particularly after school. As their children approach the teenage years, they have come to realize that spending time with them is more necessary than ever. They have often discussed how quickly time is flying by and remarked that "the kids will be gone off to college before we know it."

Although John is excited about the position he has been offered, Nancy does not share his enthusiasm. She does not see how pursuing this promotion fits with their overall life plan (which, in fact, they have never clearly articulated). If scaling back is a priority, then this promotion and

move seem to be leading the Barneses in the wrong direction. Housing prices at the West Coast location are extremely high, and even with a promotion their overall financial picture would not improve. In addition, Nancy's career has finally reached a stage where she thinks she could ask for reduced hours without compromising her position at the hospital. Starting over in a new location may mean great things for John's career, but it will certainly change Nancy's situation, and it will mean that plans for scaling back are put on hold or perhaps even permanently altered.

How the situation will be resolved is unclear. At this point, the Barneses are having a difficult time sorting through their options. This dilemma is causing a high level of stress as John feels pressure to give his management team an answer to the exciting prospect they have offered him.

HELEN CASEY

Helen is a 41-year-old executive in a consulting firm. For the past 16 years, her life has focused primarily on her work. Always stimulating and demanding, Helen's job has been a source of enormous gratification and learning. She has traveled extensively, worked on challenging problems with world-class organizations, and even had the opportunity to spend 4 years living in Europe in a dream assignment. She thinks that professionally, since she graduated from a top-tier business school, her career has gone according to plan and has even exceeded her expectations.

However, for the past 4 or 5 years Helen has become increasingly dissatisfied with her life as a whole. While her career has flourished, her life outside work has not. Constant travel has made it difficult for Helen to develop her social life. She was married once, but when that marriage ended, she increased her focus on work. The transfer to Europe for 4 years was a great life experience, but it disrupted her life in ways she had not fully anticipated. When she was moved to Europe she was in her early 30s, and time still seemed to be on her side. By the time she returned, bought a home, and resettled into a stable pattern in the United States, she was in her late 30s and realized that her chances of becoming a parent were increasingly remote. Helen found this realization difficult to accept.

After reaching a high level in the firm, Helen finds herself with little drive to go further in the hierarchy. She has begun to dream of changing her life and career. She thinks about doing work that would focus her skills on a new adventure, perhaps starting her own business or working in a not-for-profit organization. Helen's success had made her financially secure, and now seems a good time to refocus her energies on something that would bring her greater joy and allow her to help others. Perhaps working with children would allow her to develop her nurturing side, even if she never has children of her own.

Helen has also decided to try to change her personal situation. She has begun the process for adoption and is looking forward, with some trepidation, to the possibility of being a mother. She has some concerns that making a career change while taking on the responsibilities of being a single parent might be unwise. On the other hand, staying in her present role will make parenting very challenging because of her long work hours and extensive travel. She thinks that the time to make a decision is now.

THE SMITH FAMILY

Stan and Ellen Smith have been married for 10 years. In their first years of marriage, both worked in the public sector, Ellen as a teacher and Stan as a social worker. They had both always loved the outdoors. They enjoyed hiking, camping, and skiing. However, when it came time to buy a home, they settled in the town where Stan grew up, a beautiful, upscale suburb of Washington, D.C. They purchased a small cottage, and although both were employed, they were able to enjoy their home, travel, and pursue their interest in the outdoors. They even put aside money for future home improvements. Life was busy but uncomplicated.

Ten years later, things are not so simple. The Smiths now have three children, and Ellen decided to stop working when her second child, Hannah, was born. Initially the loss of income, though noticeable, did not seem to be unmanageable. But as the family grew, so did expenses. Soon the small cottage wasn't big enough for their growing family. In preparation for the third child's arrival, the Smiths put an addition on their home. This decision gave them some much-needed space, but soon the new baby and the other growing children made the house again seem too small for their needs. Finances became an increasing challenge, and living on one income seemed no longer just difficult but nearly impossible. Both Stan and Ellen had agreed that for one of them to stay home while the kids were young was a priority, but they hadn't fully realized all the expenses and needs that went with having a family of five. The town where they live compounded the problem. With an average income in the upper 10% of the state, expectations were high. Even young children were involved in skiing, ballet, tennis, and gymnastics, often at an early age. Continuing on the present path became increasingly difficult in the short term, and the Smiths were equally worried about the long term. Saving for their children's education and their own retirement became greater concerns as they reached their late 30s. In addition, they both yearned to be in a more rural, less pressured environment.

There are a few obvious alternatives that the Smiths could consider. Ellen could return to work. Although many see teaching as an ideal career for parents of young children, teachers' schedules often are idealized by those not in the profession. When one includes prep work and time for

correcting papers, teachers work longer days than most people assume. Also, teaching offers little flexibility. A teacher cannot simply go in late or leave for an hour in the middle of the day to attend children's school events, go to the doctor, or deal with small emergencies. In addition, the relatively low salary for teachers, coupled with the high cost of daycare and after-school care, means returning to teaching would create significantly more hassle without greatly improving their financial situation much.

Another option is to sell their house, which has appreciated dramatically, and move to a less expensive area. To make this move worthwhile, the Smiths will need to go a long distance from suburban Washington. This move may solve the financial situation but could create a number of other problems. First, Stan has been in his job for many years and would like to continue, but a move could mean that commuting time to his job would increase from 20 minutes each way to more than 2 hours a day, decreasing the time Stan can spend with his family. Second, they worry that the schools in rural areas will not be as good as those in their current location, raising the possibility of paying for private schools. Third, Stan's father, a widower who lives nearby, is getting older and increasingly relies on the Smiths for support. Finally, Ellen and Stan will be losing important support networks that include many close friends and Ellen and Stan's extended families.

The Smiths could also simply try cutting back and making it on one salary. But attempts to do so have proven difficult. And they believe there is not enough slack in their spending to allow these cuts to make a difference. Although both Stan and Ellen are committed to coming up with a solution, there are some difficulties. One is that each believes there is a better option, but their preferred options are not the same. For Ellen, the answer is clear: Sell the house and move to a lower-cost area. But for Stan the answer is to wait things out in their present home until Ellen can return to work when the youngest children are in school all day. It has been extremely difficult to find time to discuss this dilemma and come to consensus on the best option.

The Changing Landscape of Careers

These cases represent but a few of the many issues experienced by people who are several years into their careers. We start with these cases to give you a flavor of some of the topics we will be covering in this book. The challenges that these people face are hardly unusual. Integrating work and family is one of the most difficult challenges people face as they think about their current and future career options.

Today, the changing nature of work and the workplace and the changing nature of families have profoundly affected the nature and structure of careers. The forces that must be factored in include globalization; working

parents; breakdown of the nuclear family; lack of extended family support due to geographic mobility; lack of high-quality daycare; burdensome costs of education, housing, and retirement; and caring for elderly parents who are living longer. All these forces, coupled with an unrealistic sense that we can have it all (or should try to do it all), seem to have come together to form a perfect storm of stress and confusion.

Anyone who works needs no expert to state the obvious: The world of work is in a state of unprecedented change. In today's organizations, change is a fact of life. Even organizations that for many years were static today change at a speed never before experienced. In very short periods of time, organizations are created, experience dramatic growth, merge or are acquired, downsize dramatically, reinvent themselves, or simply cease to exist.

Additionally, organizations have never before dealt with such a high degree of complexity. The impact of globalization, new technologies, joint ventures and strategic alliances, changing workforce demographics, and changing employee, customer, stockholder, and societal expectations are all making organizational management increasingly challenging. One of the major challenges for any organization is to better understand how to manage its changing workforce in the context of the changing organization.

The Changing Employment Contract: A Case Study

One of the most profound changes in the workplace that has occurred in recent years is the end of the old employment contract. Beginning in the mid-1980s, a fundamental shift has occurred in the employer–employee contract (sometimes also called the psychological contract). For a host of reasons, organizations have changed their stance regarding their commitment to maintain, or even try to maintain, the ongoing employment security of their workers. Brad's 20-year experience with Hewlett-Packard, which for many years was seen as one of the leading proponents of employment security in the United States, illustrates how much this foundational aspect of human resource practice has changed in the past 20 years.

Brad worked for Hewlett-Packard from 1980 to 2000. During much of this time, HP was viewed as one of the world's top companies, a leader in developing both top-notch products and highly skilled employees by offering progressive human resource practices and highly stable employment, especially for a high-technology firm. But beginning in the mid-1980s, business developments occurred that mirror how the employment contract was changing for many major employers in the United States and abroad.

HP enjoyed more than 40 years of highly stable employment. With very few exceptions, HP had promised employees job security based on job performance. In

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effect, if an employee met his or her job expectations, he or she was implicitly guaranteed a job for life. By the mid-1980s, senior management saw a need to revise this contract. The growing impact of computers, new technology, and automation in manufacturing and the consolidation and centralization of operations made the promise of a job for life increasingly unrealistic. HP changed its stance from providing *job security* to providing *employment security*, the first sign that things were changing. Employment security still implied that HP would provide a job; it simply meant that any particular job might change or be eliminated (e.g., if technology rendered it obsolete). Soon it became apparent that even this promise would constrain the options available to the company to contain costs and remain more competitive.

Within a very short period in the 1980s more formal measures were put in place to address the changing workforce dynamics. At first, these initiatives reflected HP's paternalistic stance toward its employees: *The company will take care of you*. Extensive retraining programs were introduced to help displaced workers retool their skills from production jobs to administrative and clerical positions. New programs gave managers greater flexibility and financial support to move displaced employees to other divisions or geographic areas where jobs were in greater supply (assuming the employees were interested in moving). And for the first time, employees were offered generous severance or early retirement packages if they left voluntarily. Later, strategies aimed at getting employees to play a stronger role in the process began to emerge. Career management programs based on the work of Brad and his colleagues began cropping up across the company to ensure that employees played a more active role in planning and managing their careers.

Each change in HR policy was well articulated by the company as being both necessary in the changing economic landscape and consistent with the organization's core values. HP's management team was effective in communicating to employees that the change in employment practices was consistent with the "HP Way," HP's legendary corporate culture. Although cutting jobs was undesirable, management stressed that the approach demonstrated attention to the business's bottom line and respect for employees' needs. The company's efforts to balance these two sets of needs typified the company's culture and approach to doing business.

From that time until the end of the 1990s, HP's employment contract continued to evolve. Programs became increasingly nonvoluntary and aggressive. A host of new terms became a part of the company's human resource lexicon: *downsizing*, *outsourcing*, *flex force*, and *contingency workers*. At the same time, other new initiatives—flexible work options, telecommuting, alternative work schedules, job sharing, and voluntary leave programs—reflected responses to employee-driven needs for greater balance and control. Many of these changes were driven by employees looking for new alternatives to manage their careers (in the long term) and their day-to-day work-life balance (in the short term). It seemed that both the company and the employees were looking for the same thing: flexibility.

In addition to the changing employment relationship, profound changes in how people worked were driving this change in HP workforce management. The 24-7 economy, movement of jobs overseas, and expansion of global business

organizations that led to more frequent and more distant business travel were making it harder for employees to be ideal parents and ideal workers simultaneously. The increasing number of women, two-career couples, and single-parent households in the workforce made flexibility a highly desirable characteristic of the organization. In surveys of employees, increasing flexibility became a prized organizational characteristic, often more valued than even compensation.

Just before Brad left HP, even larger changes were taking place. In 1999 the company decided to split into two separate organizations, creating a new company, Agilent Technologies, which, ironically, was made up of all of HP's original product lines (i.e., technical, scientific, and medical instrumentation). This meant that 45,000 employees (roughly a third of HP's staff) were working for a different organization, and HP became a computing and printing business. Then, a few years later, HP acquired Compaq Computers, which had itself acquired Digital Equipment Corporation in the late 1990s. Part of the strategy attached to the Compaq acquisition stated that HP would eliminate 15,000 jobs to cut costs and increase productivity. In just over 3 years, this 60-year-old company had gone from a 120,000-person instrument, computing, and printing firm to a nearly 150,000-employee printer and computer business. Approximately half of those employees had not worked for HP at the beginning of 2000.

In summary, in the mid-1980s HP was still committed to lifelong employment, by the 1990s it was in the throes of large scale reorganizations and redeployment, and by 2002 it had made a large divestiture and a major acquisition with the stated aim of large-scale downsizing. This reinforces how drastically the employment contract changed over a 20-year period. But HP's experience was hardly unique. As Louis Uchitelle states in the opening of his excellent recent work *The Disposable American: Layoffs and Their Consequences* (2006),

More than two decades have passed since the modern layoff first appeared as a mass phenomenon in American life. Until that happened, companies tried to avoid layoffs. They were signs of corporate failure and a violation of acceptable business behavior. Over the years however, the permanent separation of people from their jobs, abruptly and against their wishes, gradually became the standard management practice, and in the late 1990s, we finally acquiesced. Acquiescence means giving up, seeing no alternative; we bowed to layoffs as the way things have to be. Now we justify them as an unfortunate necessity. (p. IX)

Brad's experience of the profound changes that have occurred in the world of work, on both organizational and personal levels, illustrates that the career-life equation has changed in a very palpable way in a short time. In light of the changes, instability, and unpredictability of life in modern organizations, equipping individuals with the skills and models needed to navigate their careers and maintain work-life balance is critical. Sound organizational policies can support staff in making and implementing good career decisions and managing work and life changes. But it is the individual, ideally with the support of his or her manager, who must take responsibility for navigating these changes. In today's turbulent environment, individuals must be skilled at crafting a career-life strategy that meets their needs, reflects their values and priorities, and contributes to the ever-changing needs of employers.

The Changing Nature of Families

As work and the workplace have changed dramatically over the past few decades, so has the American family and, specifically, who works in the American family. In the 1960s the stereotype of the American family developed, and it endures today. As Linda Waite and Mark Nielsen observe in “The Rise of the Dual-Earner Family, 1963–1997” (2001),

During the 1950s and early 1960s the traditional family was king. Young men and women married early and had rather large families relatively quickly. Divorce was rare and unmarried childbearing unheard of. Young women worked before they were married and some continued working until their first child was born, but almost all mothers of infants left the labor force for an extended period and many did not return. Women earned much less than men because they had less education and training, because they almost all worked in “women’s jobs,” and because they either had just started working or would soon leave. (p. 23)

Using data from the 1963 and 1997 U.S. censuses, the authors point out just how much the world has changed. We have updated some of Waite and Nielsen’s interesting statistics with information from the most recent U.S. Census and the Department of Labor. Some noticeable shifts include the following:

- In 1963, most adults were married (84% of women and 87% of men), and 91% of all children lived with two married parents. Only one child in 100 lived with a never-before-married parent. By 1997, one in three adults was not married. One man in five had never been married, and the percentage of women who had never been married nearly tripled, from 6% to 16%. This trend seems to be continuing. According to the 2000 U.S. Census, there was a 72% increase in the number of cohabiting couples over the decade from 1990 to 2000 (Kantrowitz et al., 2001).
- In 1963, only one woman in three worked full time, compared to 86% of men. Half of the women did not hold a paying job. By 1997, 57% of all women were working full time, and another 23% were working part time. The percentage of women who did not work at all shrunk to one in five (Waite & Nielsen, 2001). It is estimated that women will make up 48% of the total U.S. labor force in 2008 (U.S. Department of Labor, 2006).
- The category of married women changed the most in this period. In 1963, 42% of married women without children worked full time, but this number rose to 60% in 1997. Perhaps more significant

was the change in married mothers. In 1963, only one in four worked full time. By 1997 the proportion working full time had more than doubled, to 49%, and less than one quarter of mothers were not employed (Waite & Nielsen, 2001, pp. 24–29). By 2005, two thirds of married women with children under the age of 18 were employed (U.S. Department of Labor, January 2006).

These statistics clearly show that the 1960s stereotype of the nuclear family with a male breadwinner and a stay-at-home mom no longer holds true. If it is a two-parent family, it is likely that both spouses work. Single-parent households are much more common today than 40 years ago. Even since 1990, the number of families headed by single mothers has increased by 25% to more than 7.5 million (Kantrowitz et al., 2001). Whether for reasons of professional development, financial need, insecurity, or the need for independence, parents in most families today are working.

What does this mean for working individuals and families? First, the notion that someone will be at home to take care of domestic tasks, child rearing, and community involvement is no longer the case for most of us. Issues of child care and after-school oversight of school-age children become matters of great concern for working parents. Second, the idea that a couple has one primary breadwinner and that career decisions would be the primary concern of one spouse is no longer the case. A decision made by one working spouse can have a profound effect on the career of the other. Finally, the stereotype of “women’s jobs” and “men’s jobs” has become largely a thing of the past. Women no longer limit their opportunities to fields such as education and nursing. But this reality challenges many of the norms that have long existed in traditionally male professions such as law, medicine, and corporate leadership. Unwillingness to rethink the expectations inherent in these roles has led to serious conflicts for working mothers as they try to advance in a system that does not support their dual role of worker and parent. These changes raise serious challenges not only for working parents but also for families, employers, community service providers, and society.

The New Careers

A few years ago, Tim wrote a book whose title said it all: *The Career Is Dead—Long Live the Career* (Hall & Associates, 1996). The redefinition of careers today reflects their changing nature. This does not mean that having a career is no longer possible but that they have changed radically. The notion of a career as a series of jobs, moving in an unfaltering path up the hierarchy in one particular organization, simply doesn’t fit today’s norm. So, some might ask, “Do we have careers anymore or simply a series of jobs?”

Careers are very much alive and well. They have simply taken a very different form. Before defining and illustrating this new form, let's discuss what might distinguish a job from a career. If the old employment contract and the traditional career path are increasingly things of the past, how can someone say they have a career today? In the early 2000s, Joy Pixley, a faculty member at the University of California at Riverside, studied the differences between a job and a career. Her research examined the views of 50 couples (i.e., 100 individuals) regarding this issue.

Pixley identified five factors that would lead a person to define his or her work as a career, not merely a series of jobs:

- *Emotional investment:* This includes the extent to which people say they care about their work, are intrinsically motivated, are personally invested in their work, or associate the work with their identity—in essence, seeing their work as something that they do for reasons other than simply making a living. This could also be the degree to which people think about their work during nonwork time and pour themselves into their work.
- *Time investment:* This form of personal commitment carries a very practical orientation. It is the amount of time one has invested in getting and keeping specialized education or skills, the number of work hours one spends, or continuity or stability in a job or occupation over a period of time. A person who has invested a great deal of time in college and graduate school or in professional certification programs will view his or her work as a career. Likewise, one who invests long hours at work but does not receive overtime pay might also be more likely to see his or her work as a career.
- *Progressive job changes and advancement:* People who see their jobs as leading them on a path of increased growth and responsibility would view themselves as having a career. Some participants in Pixley's study saw the lack of future advancement or growth as a reason for seeing their current work as a job rather than a career, even when they had experienced advancement in the past.
- *Income levels:* Occupations considered as careers typically pay more than jobs. However, a surprisingly small number of people in the study used this as the criterion to differentiate between a job and a career.
- *Income motivation:* Distinct from how much one earns is the notion of how motivated one is by income. Do people do a job because they get paid to do it, or do they have other reasons?

According to Pixley, people see themselves as having careers if they have strong emotional commitment to their work, have invested significant time in developing and maintaining their professional identity, earn reasonable compensation, and see their work as providing opportunities for

future growth. Accordingly, many or most of us would see ourselves as having a career despite the fact that for many, identification with a particular organization is a thing of the past.

Our Career and Work–Life Model

The premise of this book is that careers still exist, but fewer and fewer occur within one organizational context (or even one particular industry). In addition, the changing nature of families has changed expectations for both men and women regarding what role they will aspire to in their workplace, what the balance will be between their work and nonwork roles, and how each of us ultimately defines success. Although it may have always been the case that each of us was responsible for managing our own career, today each individual must define his or her own view of success. We call this self-directed career model the protean career. In this new career model, some of the widely accepted conventional wisdom on careers has been changed, perhaps permanently (Table 1.1).

Table 1.1 Protean Versus Traditional Careers

<i>Issue</i>	<i>Traditional Career</i>	<i>Protean Career</i>
Who's in charge	Organization	Individual
Core values	Advancement	Freedom, growth
Degree of mobility	Low	High
Success criteria	Position, level, salary	Psychological success
Key attitudes	Organizational commitment	Work satisfaction, professional commitment

In this book, we base much of our thinking on this notion of the protean career. We assume that the individual is in charge of his or her career, is responsible for defining roles, boundaries, and balance, needs to navigate through many changes over the lifespan, and is the ultimate judge of his or her own success. Although we do not suggest that all careers are protean, we do see this as a significant shift in recent years as changes in society, employment, levels of education, family arrangements, and technology have revolutionized how we conceive of work and our careers.

The shift we observe toward more individually driven careers should not however be taken as a generalization that all careers and individuals adopt this career strategy. There are many people in all professions who continue to connect their careers strongly with an organizational identity. For them, following an organizational path is both desirable and preferable. Also, it is important to note that for those in low-wage work or those with limited education, the protean career may seem a somewhat abstract concept reserved for those of privilege. Many individuals and couples work tirelessly in order to meet the basic economic needs of their family. They may not often have a great degree of choice in mapping out a career strategy that maximizes their sense of fulfillment. Although we believe we should strive to help those at all economic levels make better, more informed vocational choices, we fully recognize that some people have a much greater range of choices than others.

The good news is that the remainder of this book follows a very logical and linear approach to careers. The bad news is that careers, especially these days, rarely follow such linear paths or logic. That said, we have sequenced the materials so that they can be followed and understood more easily (Figure 1.1).

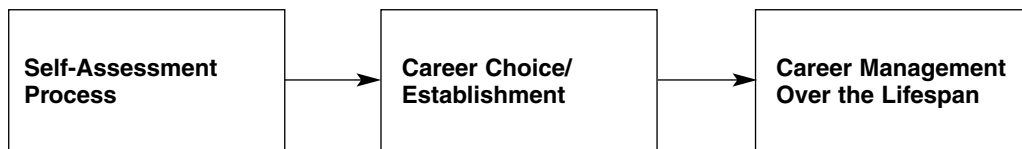


Figure 1.1 The Basic Framework of the Book

Chapter 2 of the book takes a step back from the externalities of the labor market and looks at the most important person in our discussion: you. The goal of the chapter is to help you generate a significant amount of useful information about you and your interests, goals, values, skills, and aspirations.

In chapter 3, this information is synthesized into a self-assessment profile that will be the foundation of plans for your career and work-life priorities. You will develop life themes that are grounded in the self-assessment materials you developed in chapter 2. You will also begin the process of determining what implications those themes have for your career and life choices.

Chapter 4 explores the challenges of making career choices. You will determine how to assess the labor market, develop the tools and the strategy needed to launch an effective job search, identify potential “ideal” employers, and think about how to make career decisions. In this section, we cover topics such as career information gathering, networking, and job search strategies.

In chapter 5 we lead you through many of the alternative ways to think about work today, from traditional, hierarchical roles to less conventional

ways to structure your work life. We address ways to think about how your work life might meet your individual needs. We look at different contemporary career patterns. The new career contract has created more ways of thinking about and managing our careers. We explore these patterns in detail and discuss the upsides and downsides of these various approaches.

Chapter 6 explores specific issues and challenges in terms of work and family. First, we look at what unique career challenges are faced by women and by men. Although in recent years distinctions by gender have diminished, gender continues to have a large influence on how people view their careers and work–life issues. We discuss some of the unique challenges of working families today, specifically of dual-career couples. As we have discussed, making work and career decisions without understanding, weighing, and discussing the impact of these decisions on one’s spouse, partner, family, or future family is a thing of the past. To provide a context for thinking about careers and career decision making in light of this reality, we explore the issues of operating in a dual-earner family. This information and the accompanying exercises provide a useful grounding for you to plan for your career over time.

Chapter 7 looks at various approaches individuals and organizations are using to meet the challenges presented by work and family. We review flexible work arrangements and family-friendly benefits and describe the advantages and challenges presented by various approaches.

Chapter 8 explores how careers evolve over time and over one’s lifespan. Although such patterns are not nearly as stable or linear as they once were, the material gives the reader some basis on which to think about their work and their lives. Chapter 8 concludes with a summary of the key points of the book.

We hope this book offers a comprehensive view of the career process, from deciding what to do, to finding the place to do it, to succeeding over time. Always, we have tried to view careers in the context of one’s overall life goals. Too often, career thinking and decision making are discussed outside that context, which is likely to lead to frustration and possibly failure in one’s career or personal life (or both). We believe that reframing careers in a work–life context offers a more realistic view of how one thinks about and manages a career today and how one defines and achieves success.

For Further Reading

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