



Career Design

Associates Newsletter

Freedom Is Knowing Your Options

September 2002
Helen Harkness, Ph.D., Publisher
The Word Ranch, Production Editor
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I. THE FUTURE HAS ARRIVED: THE FUTURE IS NOW THE PRESENT!

by Helen Harkness, Ph.D.

For two decades I have

attended and presented at the World Future Society. The title of this article summarizes my thinking after returning from the week-long 2002 conference last month in Philadelphia.

Immediately I also spent three nights in bed with Toffler – not the man, but all his books and articles, collected for 30 years and stashed in my research room. Believe me, they covered my king-size bed! As my clients and readers know, since I incorporated CDA in 1978, I relentlessly study all forces impacting and transforming our workplace: the economy, the business world, technology, and society. True, this strong research base is coupled with my intuition and foresight based on my real-life experiences.

At one time or another I have plowed doggedly through Toffler's work in order to access his foresight. On re-reading his work, it's amazing how on-target he has been concerning the changes in our world – not 100% of course, but without question much he forecast has

happened. Now I plan to focus on gaining insight on trends for the next 30 years since I plan to work that long! I have trusted his assessments of the changes in the workplace, because when Toffler talks about the negatives of blue-collar factory work, he personally knows. He and his co-writer wife, Heidi, both worked in factories for years. This is difficult to believe when you read their highly scholarly and lengthy works!

I remember well my introduction to Toffler and future thinking in early 1970. I was rather ineptly trying to keep freshman awake in their MWF 1:00PM English class. Giving up on Shakespeare, and trying to be relevant (the cry of the '70s), I dashed out and bought a stack of paperback copies of Toffler's Future Shock (after only reading a review). I don't know how it affected my students, but it hit an extremely important life-changing "AHA" for me. His definition of **"future shock" as total disorientation, shattering stress, and overwhelming unexpected change parachuting us alone into a chaotic world where**

current reality and our former expectations and rules were totally clashing put a vocabulary to my life at that time! My quest became the search for understanding my life by studying the future.



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The Future is Now the Present!"
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*"Nourish your hopes, but
do not overlook realities."
–Winston Churchill*

THE FUTURE HAS ARRIVED

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Toffler's predictions of 3-5 career changes seemed ludicrous in the early '70s. A college degree was touted as the major magic key! But yet, though a teacher with many degrees, I knew I could not rear three kids on my faculty salary. I could never excel in a first-rate university because of the time I had taken off with my young children. This settled me on my purpose in life.

Incidentally, as I remember, Toffler also said we would have homosexual parents – a totally way-out, not-ever-believable forecast which has certainly happened. The paper, disposable clothes I remember that he predicted haven't happened yet.

Toffler also wrote the introduction, titled "Science and Change," to Ilya Prigogine's first book, *Order Out of Chaos: Man's New Dialogue with Nature* (1984). As my CDA clients remember, the first session of our Skills Workshop series begins with a discussion of Prigogine, a Nobel Prize Winner in 1977 for his Theory of Dissipative Structures, the initial writing on the Theory of Chaos. There is a strong connection between the work of these two. Toffler's works include:

Future Shock, (1970), sold over 7 million copies – an unbelievable number since it doesn't deal with Hollywood, sex, quick-fix motivation or a get-rich-quick formula. However, it left us with a new term, "**future shock**," which entered our vocabulary and frankly now describes the

chaotic world we find ourselves experiencing daily. Millions are in what I call "**career shock**," a painful splinter of future shock.

The Ecospasm Report, (1975), outlined what was happening in economics and labeled it as the beginning breakdown of our industrial civilization and early appearance of the wholly new society.

The Third Wave, (1980), though extremely analytical and scholarly, became an international bestseller, breaking many records. Toffler again deals with change – its speed and direction – synthesizing information from highly disparate fields and providing startling ways of viewing our world.

Toffler said that "life organizers ... a cadre of professionals," would be needed to provide practical assistance for structuring one's life under the high social and technological turmoil and over-choice. He said that we probably need fewer psychotherapists, burrowing mole-like into id and ego, but people to help us pull our daily lives together – provide a framework of order and purpose in our lives. Toffler stresses that people need meaning beyond their own – this is the Holy Grail that clients and CDA seek!



Remember we must:

- Know what we want: internal & external – see a future image of it
- Ask for it effectively – confident that we will receive it
- Know that we deserve it
- Become first rate in it

To continue with Toffler's works:

Previews and Premises, (1983) – a series of interviews about jobs, identity, sex roles, new politics of the Information Age, and the hidden forces driving our economy. This book is shorter (most of his other works have around 600 pages) and it hits on his major ideas up to this time. If you haven't read Toffler, this is a good starter.

Powershift, (1991), discusses the battles that pit new-style workers against investors, retailers, and manufacturers, as well as the conflict between new media and the old television networks.

The Adaptive Corporation, (1984), I don't own this book and have not read it.

War and Anti-War: Making Sense of Today's Global Chaos, (1993), which emphasizes that while we are racing to make better weapons, our peace-making "weaponry" is out of date and ignored!

Toffler, thirty years ago, forecast much happening in our work world. He discussed retraining and retooling the mind instead of moving workers unequipped into retirement. Whether training was done by the private sector, the education system, military, media, with any or all of the above, he said more was needed than simple occupational skills.

New values, attitudes, and lifestyles are essential. **It's a cultural jump, not merely a change in job skills.** Retraining, according to Toffler, is very complicated and expensive but cheaper than throwing employees "onto a slag heap and subsidizing permanent retirement."

In *Previews and Premises*, Toffler says, "What is needed is a massive effort to re-deploy labor through training, retraining, and still more training

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THE FUTURE HAS ARRIVED

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And again, I don't mean for specific mechanical job skills, like keypunching. I mean something we don't do very well: helping people transition to wholly new ways of life."

This fits directly into a study by Bain & Company (www.bain.com). They found that companies that dismissed 15% of their workforce experienced below-average stock prices for the same period. Continuing waves of layoffs created even more damage. According to the research, the costs of severance, loss of skilled workers, damaged trust and credibility, reduced innovation, lowered productivity, and what I call "**Survivor Syndrome**" for those who remained is far more than companies can calculate. Becoming risk-adverse, employees feel justified in spending more time looking for a new job.

Cost-cutting gone wrong can end up losing key employees with important knowledge who are going to cost a fortune to replace when upturn comes. Quick fixes can create long-term loss!

To me, it is obvious that to cut effectively, senior management needs to provide career development programs to accomplish the following:

- learn the essential skills needed for the organization and identify those in their organization who can do these;
- retrain employees who have aptitude and interest in a needed field;
- offer retirement but provide a plan for it;
- provide sabbatical and incentive bonus, perhaps working in non-profit at a reduced salary (goodwill for companies);

- offer sabbatical at 20% of salary, or flex-leave to catch up on family needs.

Thoughtless, careless downsizing without any innovative thinking and a seeming disregard of their people or the needs of future company employees will come back to haunt them. **The economy will return. Skilled workers will be highly valuable.** In Europe, the US and Japan the workforce is rapidly aging. The revenge of those mistreated will hit countless of today's companies.

Future Workplace Trends

The main safety net for capitalizing on chaos and avoiding culture and career shock is to know our Success Criteria – those "Glass Balls" that are critically important to us – not to others – not what we "should" or "ought" but those needs which arise from our DNA, our very instinctive intuitive being. That is the taproot, the bedrock – the calm eye in the hurricane of much of our current life!

What would you answer to the following critically important questions? These are the "Glass Balls" from a client and his employer:

- Q:** What do you personally want from your work?
A: Partnership, balance, community, and synergy.
- Q:** What does the organization want and need?
A: Commitment, quality, success, and growth.

Success is bringing these goals together to move the organization and individual careers forward.

Critical trends that will influence the workplace are:

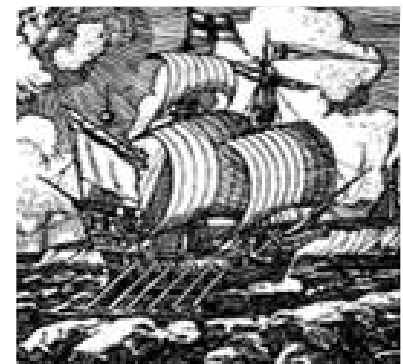
- Work/life balance and synergy
- Work as a noble cause
- Personal growth and development
- Partnership in a collapsed hierarchy
- Community at work
- Trust/ethics

My clients reflect these issues on their Success Criteria.

Additional forces impacting today's workforce are:

Pace and acceleration of change: focus on developing "future shock absorbers."
Family – parenting and family patterns are changing. **Economy** – jobs for life no longer exist, nor the automatic loyalty this produced. What is the new definition of loyalty? **Society** – more wealth, more worries. **Affluence** has not brought fulfillment: Strong movement to find deeper **meaning and satisfaction**. **Technology** – solved some problems but created others. **Over-choice** – too many decisions focusing on best option – our preferred future is the challenge.

–HH



"The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails."

—William Arthur Ward

II. BOOKS



Our CDA Futures Library expands, and I'm frankly frustrated because I can't read them all

immediately, but here are some books that I have read and that I suggest – the first two are mine, of course (even I must go back and re-read them to remember what I've written). If you haven't gone through them, please do so and offer feedback – positive and negative!

*The Career Chase, and
Don't Stop the Career Clock*
(Helen Harkness, Ph.D.)

*Choices: Coping Creatively with
Personal Change, and
The Secret Strength of Depression*
(Frederic Flach, M.D.)

When I Say No, I Feel Guilty
(Manuel Smith, Ph.D.)

Search for the Real Self
(James Masterson)

Free Agent Nation (Daniel Pink)
Future of Success (Robert Reich)

Aging Well (George E. Vaillant, M.D.)

*Strategic Thinking and the New
Science* (T. Irene Sanders)

Rise of the Creative Class
(Richard Florida)

*Millionaire Mind, and
Millionaire Next Door*

(Thomas J. Stanley, Ph.D.)

Love is the Killer App (Tim Sanders)

When Good Enough is Never Enough
(Steven J. Hendlin)

Courage to Create (Rollo May)

Man's Search for Meaning
(Viktor Frankl)

Also, Alan Weiss's books are excellent. Check out his website:
<http://www.summitconsulting.com>

**"What lies behind us and
what lies before us are small matters
compared to what lies within us."
—Ralph Waldo Emerson**

I returned from the Future Society conference with countless audiotapes also. If you have book titles you would like to recommend, do e-mail them to us. One reader from Atlanta sent this letter and book list. Frankly, I'm quite impressed with his reading.

Dear Dr. Harkness:

I am a long time appreciative reader who has written in the past on "The Career Chase," "The Career Clock," and possible candidates for your "Futures Library." I just received your postcard and wanted to thank you keeping me on your mailing list. I look forward to reading your latest sharings in "Capitalizing on Career Chaos."

I hope things are going well for you and CDA, Inc. I think you are wise to be aligned with the World Future Society in helping others think, behave, and succeed in new ways. I'm enclosing a small memento from someone who admires what you stand for and is rooting for you at a distance. Also, an updated list of candidates for your Library (all released in 2001).

Thanks again, keep those good important books coming and all the best to you, your family, CDA, Inc. in 2002 and beyond.

Best wishes, —Mike Wilder

- "The Future of Success" (Robert Reich)
- "Free Agent Nation" (Daniel Pink)
- "Thriving in 24/7" (Sally Helgeson)
- "Rich Kid Smart Kid" (Robert Kivosaki)
- "Date to Succeed" (Mark Burnett)
- "Free to Succeed" (Barbara Reinhold)
- "Success at Life" (Ron Rubin & Stuart Avery Gold)
- "If My Career's on the Fast Track, Where Do I Get a Road Map?" (Anne Fisher)
- "The Other 90%" (Robert Cooper)
- "Affluenza" (John DeGraaf, David Wann, & Thomas Naylor)
- "Dematerializing" (Jane Hammerslough)
- "Turn It Off" (Gil Gordon)
- "Quarter Life Crisis" (Alexandra Robbins & Abby Wilner)
- "Nickel and Dime" (Barbara Ehrenreich)
- "The Price of Motherhood" (Ann Crittenden)
- "The Customer Revolution" (Patricia Seybold)
- "The E-Factor" (Martin Foeazio)
- "Multiple Streams of Internet Income" (Robert Allen)
- "Good Work" (Howard Gardner, Mihaly Csikszentmihaly, William Dayton)
- "Finding your Own North Star" (Martha Beck)
- "Living your Best Life" (Laura B. Fortgang)



- "Next: The Future Just Happened" (Michael Lewis)
- "Chasing the Red, White, and Blue" (David Cohen)
- "The Modern Mind" (Peter Watson)
- "Dictionary of the Future" (Faith Popcorn, Adam Hanft)

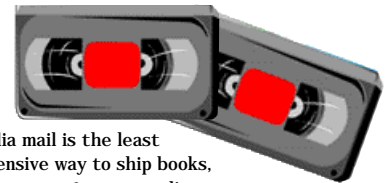
Wow, what a reader! —HH

"Freedom is knowing your options"

is the guiding principle of Career Design Associates, Inc., founded in 1978 by Helen Harkness, Ph.D. CDA is committed to providing the process, the compass with the information, resources and strategies for adults to maintain creative career control as they navigate the cutting edge of change and chaos in their active search for both meaning and money.

Please return CDA Videotapes via US media mail to:

Career Design Associates, Inc.
2818 S. Country Club Road
Garland TX 75043



Media mail is the least expensive way to ship books, videotapes, & compact discs.

The *Career Design Newsletter* is designed to communicate on career enhancement issues with more than 6,500 current and former clients, professional colleagues and friends currently in the CDA database. If you would like to be added to or removed from the list please notify us --
options@career-design.com.

III. CDA MEETINGS & HH ACTIVITIES



We have had excellent Pathfinders for the Future Career presentations: **Lynn Phillips** on Project Management; **Ed Bamberger** on his business, Single Gourmet; **Dan Hanson** on Bio-Technology; and **Jim Baldwin** on "Lawyering."

We will be continuing to add more in the future. This information is vitally important, and we are grateful to clients who return and present various workshops. If you are not receiving e-mail notifications of these meetings, and you would like to attend, please contact us at 972.278.4701.

Sept. 14: **Career Design Assessment Course** from 9AM–4:00PM (The short course formerly presented at Fun-Ed). Cost: \$100.00. If you have friends who want an excellent introduction to the CDA process – let them know!
Sept. 16: **Grail Group**: 7–9:00PM, information strategies for meaningful career/job focus.

Sept. 23 (Monday): 7–9:00PM.
Presentation from Sales Coach Debbie Mrazek (salesdeb@aol.com).
Sept. 30 (Monday) 7–9:00PM:
Presentation from Steve Stockdale. "Untangle the Tangled Webs You (verbally) Weave."

OCTOBER

October 5 (Saturday) 10–11:30AM:
"Organizing Your Life" by Debbi Bohn (<http://www.home-officesolutions.com>).
Oct. 16 (Wednesday) 7:30–9:00PM:
"Life/Work Balance" presented by Brenda Bonin.

Note: HH participated in a TV production, "Women Speaking to Women," for the Richardson cable station. The series is running through September on cable channel 14A at 8:30PM weekdays. She also appeared on the Glenn Mitchell Show on KERA.

November also seems to be a speaking month for HH. She will:

Nov. 2 & 3: Attend **Alan Weiss's** workshop in San Francisco, with plans to learn much on marketing professional services for the benefit of her clients. He's a very successful consultant and marketer!

Nov. 8, 9 & 10: Attend and present at the **Intentional Career Conference** in Irvine, CA.

Nov. 14: Present to the **Argyle Chamber of Commerce**.

Nov. 15: Participate in a panel for the **Dallas Bar Association** on career change.

Nov. 21: Speak to the **Executive Women of Dallas**.

DECEMBER

Dec. 10 (Saturday) 10AM–1:00PM:
Myers Briggs Type Indicator for all CDA clients. Your spouse or a friend may attend with you at no charge.

IV. CDA CLIENT NEWS, ACTIVITIES, VENTURES

If you as a CDA client would like to publicize a product or service, please e-mail us.

Roger Gault is in the real estate development and investment business, and from time to time has investment opportunities for small investors. Roger looks for high return opportunities by purchasing buildings in need of rehab, improving leasing or management, or by simply buying below market. Most investment horizons are between 2 and 5 years. If you are interested, e-mail Roger at rgault@mindspring.com.

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SPECIAL NOTICE

from
DR. HARKNESS:

CDA Sales Marketing Series, January 2003 (15 two-hour meetings). I plan to develop a marketing and sales special interest series designed to provide these skills for those who have a professional service to take to the marketplace but who currently lack these skills, and will bring in professionals to advise.

We are talking about a behavioral change concept. Highly competent and talented people very frequently lack the innate ability to market. To be successful, we must overcome this roadblock. I plan to set up the resources to accomplish this!

Marketing has never been a major ability of mine, but I can learn. There will be no charge for these sessions for clients in the 2-year Career Retainer Program. For clients in the 15-hour program the cost will be \$200.00 for the 30-hour series. For non-clients it will be \$500.00. Do contact CDA and indicate your interest and the best meeting times for you.

We absolutely must become more skillful in this! I am attending the Alan Weiss 2-day workshop on marketing in San Francisco to collect ideas (and will also be visiting my daughter Jane and three grandchildren). If you have suggestions, do contact CDA.

IV. CDA CLIENT NEWS, ACTIVITIES, VENTURES

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Brenda Bonin, a successful sales and marketing professional has launched her own Mary Kay business. Call for: * A Complimentary facial and color makeover * Convenient Gift Shopping Service (www.marykay.com/brendab – click on Gift Gallery) * Career Opportunity – I'm looking for a few great women to join my team! **Brenda Bonin · Independent Beauty Consultant** · brendab@marykay.com · 972-596-2607 or 469-682-6633. WIN A TRIP FOR TWO TO HAWAII! Enter the Simply Irresistible Summer 2002 Sweepstakes at my personal website: www.marykay.com/brendab. Stay tuned as Brenda launches another new business in the 4Q 2002!

One of my students who recently earned an LLM (specializing in intellectual property & technology law), is writing a complex paper on 17 U.S.C. section 1201(a), of the Digital Millennium Copyright Act, with the goal of publishing. If you are able to review this and provide feedback, please contact hallpc@airmail.net.

Buddy Frazer can serve all of your **business and personal video needs** with the latest in digital camera and editing equipment backed by experience dating back to the mid-1980's. Services for business include corporate events, marketing and promotion videos, training, auditions for speakers and performers, and professional theatrical archival recordings. Family services include videos of special events, such as birthdays, reunions, school presentations, sports, and weddings. (Wedding packages start at \$400.) Buddy also produces video biographies that can document a relative's most memorable experiences to be cherished for generations. For more information call 972-387-1918 or e-mail info@mpfservices.net.

Drue Gawel: Drue provides **math tutoring and academic coaching** for students in grade 7 mathematics through college calculus (and TAKS, ACT, SAT, GRE, GMAT). Drue is trained to use Dr. Mel Levine's process for evaluating learning differences. A former engineer and high school math teacher, Drue has 10+ years experience tutoring students. He also provides education coaching for teachers and administrators. He is host for the K-12 Education Special Interest Group for CoachU, a monthly conference call on coaching in K-12 Education. E-mail Drue for information about the group. Tutoring available in your home in North Dallas, Lakewood, Park Cities, Rockwall & Rowlett. Call Drue at 214.219.1902 (drue@druegawel.com).

Rex McGee, a successful screenwriter moved from L.A., is once again offering his **Creativity Workshop** based on Julia Cameron's bestseller, *The Artist's Way*. This practical 6-session

course is designed for artists of all kinds to remove the blocks, which prevent them from expressing their unique creative talents. Several CDA clients have taken it, and they highly recommend it. Rex's workshop begins September 19 at La Madeleine at 3906 Lemmon Avenue (near Oak Lawn), from 7-9:30PM on six consecutive Thursday evenings. Contact Rex at 817.645.6848 or rexmcgee@yahoo.com. (Discount for CDA clients!)

Steve Stockdale, a client since 2000, recently opened the **DFW Center for General Semantics** in downtown Fort Worth. Steve works with individuals and groups to help them learn how to "untangle the tangled webs they verbally weave." General semantics has to do with becoming more aware of your language habits and how these habits affect your behavior, attitudes, and perspectives. He is offering free introductory evening seminars to the public beginning September 24, and will schedule comprehensive seminars in October. He is accepting a limited number of individuals for one-on-one tutoring/coaching sessions to apply general semantics principles to everyday problems. See website for details: www.dfwcgs.net. Steve and the DFW Center were written up in the Aug. 13 *Fort Worth Star-Telegram*, available online at www.dfw.com/mld/startelegram/news/local/3852876.htm. Steve will be speaking to the Grail Group on Monday, September 30, at 7:00PM.

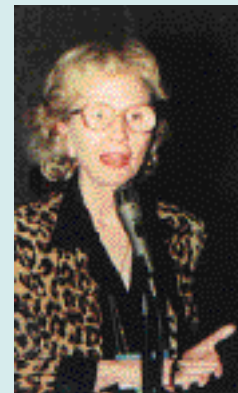
Looking for great gift ideas for the upcoming holiday season, weddings or birthdays? Call me! I have some great gift baskets to suit any occasion. In addition if you are looking for supplemental or full-time income opportunities give me a call. I can show you how to have a fun and flexible career with a low initial investment required. — **Stephanie Wolters, Mary Kay Independent Beauty Consultant**, 214-455-7482.

Debbie Mrazek asks — "Bottom line: Do you hate sales?? Me too! I hate sales, and so should you! Nobody wants to be 'sold!' If you want to learn how to better handle sales for your company, please don't miss this informative, interactive, fun session!" (Sept. 23). Debbie is president of **The Sales Company**, a Dallas-based sales strategy firm. She combines her genuine desire to help others achieve their dreams with her results-oriented sales system that allows clients to win every time. The Sales Company focuses on changing behaviors that result in measurable performance improvement, achieving extraordinary results by using a business mindset that super-powers their proven sales process. Contact Debbie at 972-618-1880 or visit www.the-sales-company.com. "You don't have to be great to get started, but you do have to get started to be great."

Mark Twain said, "Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do." What about you? What do you want to accomplish during this lifetime? Maybe you don't know? Maybe you're afraid to admit it to yourself? Maybe you're on the path but could use some additional support. Well, that's what I do – help my clients figure out what they really want, then work with them as they move to where they want to be. If you or someone you know is ready to move from "basically okay" to "great," call me. Your life is waiting, but time isn't! **Windy Warner, principle of ProCoach, Inc.**, is a professional coach who works with business owners, executives and professionals who are seeking to create lives that are peaceful, prosperous and highly satisfying. Reach Windy at 214-987-4212 or windy@coachwindy.com.

Ed Bamberger, after a successful two-decade career with IBM, transitioned into culinary writing. His culinary interest led him to chef's school and cooking schools abroad. Ed recently founded **Single Gourmet Dallas - Fort Worth**, a members-only group for single professionals offering dinner parties at upscale restaurants, wine tastings, cooking classes and other culinary events. Call Ed at 972-732-8000 or 1-866-445-8600, or see www.singlegourmetdfw.com.

Shelley Fleming, a former client, offers PC & Macintosh computer lessons at CDA. Through her company **The Word Ranch**, she provides proofreading, editing, and writing services for advertising, general business, and individuals. Shelley also offers affordable color document printing with a Xerox Phaser 8200 solid ink color printer.



I appreciate the continued referrals and support from my past and current clients. This is invaluable to me and others. —HH

Books by Helen Harkness, Ph.D.

The Career Chase: Taking Creative Control in a Chaotic Age

Practical and inspiring, this revolutionary guidebook provides the tools for identifying career unrest, describes myths that block or delay career change, offers a model for working through the chaos of change, outlines the steps involved in successful career change, and more.

Don't Stop the Career Clock: Rejecting the Myths of Aging for a New Way to Work in the 21st Century

This book charts a clear course for rethinking our future & finding career fulfillment in later life, with exercises, self-assessments, and worksheets for each step of the way.

As legions of baby boomers near retirement age, this important book outlines the steps to thriving as an older worker in a newly defined work world.

Order books by Helen Harkness at \$16.00 each plus a \$2.25 shipping & handling fee:
972.278.4701

V. Career Videotapes — Career Video Check Out

There is no charge for CDA clients. However for others the rules are:

Each video (limit 2 per checkout) may be checked out from CDA for 2 weeks for a \$20.00 deposit (and a \$7.00 shipping and handling fee if applicable).

This deposit will be refunded when the checked-out video is returned to CDA .

The following is an abbreviated list of CDA career videos taped from the Pathfinders for the Future Think Tank meetings:

- Accounting
- Entrepreneur Careers
- Project NEW Network for Empowering Women
- Audio Net & Broadcast.com
- Financial Planning
- Bank Operations
- Finding The Perfect Job
- Psychology
- Biomedical
- Forensic/Criminal Technology
- Real Estate -- Rehabbing Houses
- Human Resources
- Social Work
- Buying a Business
- Interactive Multimedia
- Coaching
- Investment Banking
- Technical Writing/Editing
- Commercial Real Estate
- Investor Relations
- Training & Development
- Communications
- Medical Informatics
- Venture Capital
- Corporate Finance
- Multimedia
- Writing
- Counseling
- Physicians Assistant
- Distance Learning
- Energy Healing
- Predicting the Future: Technology/Healthcare/Medicine/Wellness

[These videos are not for sale and are not to be duplicated.]

Career Design Associates Publications

The following CDA publications and worksheets are available to download, at no charge, from the listed URL's (note: Adobe Acrobat Reader is needed to download).

· **Todd Wagner article:**

<http://www.career-design.com/merchant/cdanews1.pdf>

· **"Not Over at 40" article:**

<http://www.career-design.com/merchant/notoverat40.pdf>

· **Career Success Criteria:**

http://www.career-design.com/merchant/dec_pdf/scchart.pdf

· **Career Success Criteria – Samples:**

http://www.careerdesign.com/merchant/dec_pdf/cscrit.pdf

· **Major Accomplishments:**

http://www.career-design.com/merchant/dec_pdf/majacc.pdf

· **Values Inventory:**

http://www.career-design.com/merchant/dec_pdf/values.pdf

www.career-design.com

About Helen Harkness, Ph.D.

Helen Harkness is a pioneer in career management who founded Career Design Associates Inc. in 1978. A superb strategist and a resourceful catalyst, she spurs others to act, while providing resources and realistic direction for the process of change. She is a visionary, intuitively synthesizing extensive research and developing viable ideas for the future, and resourcefully programming action to achieve that end. She is a devoted grower of people and ideas.

Helen Harkness is regularly quoted in major publications, including *USA Today*, *Financial Times*, *Los Angeles Times*, *Chicago Tribune*, *Good Housekeeping*, and scores of others. The search engine for the *Wall Street Journal* records a total of 97 articles quoting her in the past four years.

A dynamic, witty and experienced presenter and teacher, Helen Harkness exhibits an uncanny ability to read and speak directly to the issues of each audience. She is equally highly effective with small groups and large assemblages. Dr. Harkness is available for workshops, seminars, and keynote presentations.