

# **Happiness and Joy in Work: Preparing for Your Future**

**BONUS**

**CHAPTER ONE**

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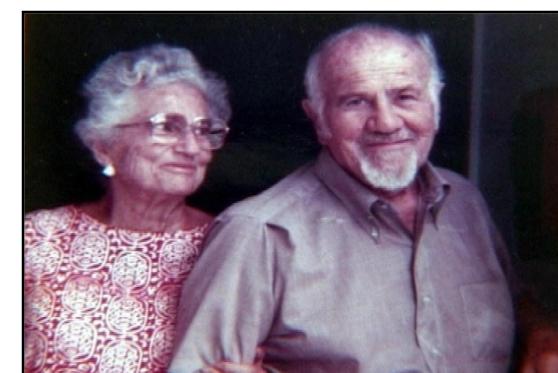
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## DEDICATION

This book reflects the values and actions of my parents: Abraham Lincoln Schimel and Beatrice Schimel, lifelong learners, teachers, and contributors to their communities. An electrical engineer with a master's in education earned at midlife, Pop taught South Bronx high school students trades and other skills for self-sufficiency. In addition to a range of jobs, Mom was a volunteer community organizer and PTA leader. Finally completing her bachelor's degree with honors at 50 after almost 30 punctuated years, she taught English in Harlem, at her request.

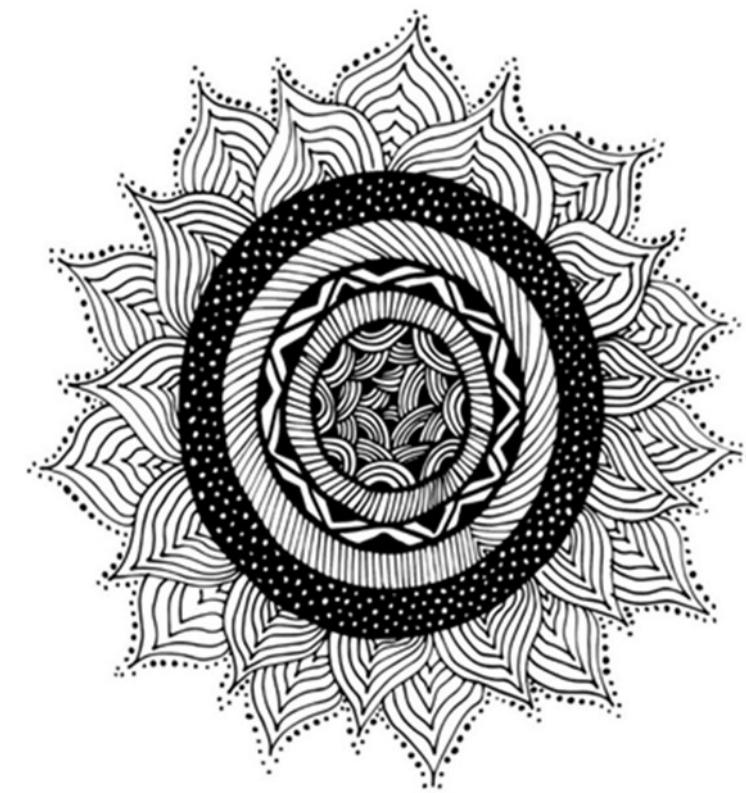


*Abraham Lincoln and Beatrice Schimel*

This book is also dedicated to my clients and readers who convert their curiosity and courage to benefit themselves and others.

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# **Chapter One: Step Into Your Future**

*“The present does not so much determine the future as our image of the future determines what we do in the present.”*

Ilya Prigogine, Quantum Physicist

## **WHAT TO EXPECT**

You may be wondering about this book’s ambitious title. From experience, perhaps you’ve recognized how fleeting and fragile happiness can be. Though more substantial and with deeper meaning, joy also varies with relationships and situations.

However problematic in demands of time and energy and promising in value, the constant of work in most lives provides a framework for finding and creating happiness and joy. Beyond its opportunity for income and a spur for growth, work can offer meaning and purpose. This book is therefore designed to show you how to integrate happiness and joy into your work in accessible, authentic ways during these times of accelerating change.

I hope you’ll use and adapt the practical information, resources, and tools to serve your hopes and interests. You’ll also see that *Happiness and Joy in Work: Preparing for Your Future*

is designed to support and encourage your progress and strengths. Together, the process of using this book is likely to bring you valuable discoveries within and outside yourself — as the future arrives quickly and you make the most of the rapidly passing present.

While you use the book, you may notice that doing work that has meaning and value for each of us is my passion. In part, that's because I know how crucial it is to individual identity, sustenance, and purpose in life as well as to our country's resilience. As a result, developing and offering ways to find and make effective matches in work is a professional focus. Moving through this book, you'll have a variety of leads and methods to clarify and express what you care about — often keys to your future of work.

My focus on the value and meaning of work started early in life, reflecting my parents' habits of continuing to learn as well as their sometimes-poignant compromises about choosing work for family security. From the start, my degree in industrial and labor relations from Cornell echoed my interest. Regardless of its seeming variety, my work has the common theme of helping people realize their true capacities. Previously a diplomat, professor, and management consultant, recent work includes author of the six-book *Choose Courage* series and volunteer manager of an experimental fund and process for innovation and collaboration for the public good in the Washington, DC area. They are described further in the website for my career and life management

consulting

practice:

<https://www.ruthschimel.com/about-ruth/>

Your work may be formal or informal, volunteer or paid, significant, worthwhile, or even empty of meaning for now. Ranging from being a parent to CEO, with aspects in common, work has the potential to help you create a good life. Part of the promise of this book is to support you in forging firm, satisfying links among happiness, joy, and work.

On the way, beware of being distracted by the quest for happiness itself; it can gobble irretrievable time and resources as well as distract from commitment to tangible accomplishments. Instead, happiness and joy are more likely to emerge from serving your true interests, as you move forward through life's daily challenges and opportunities, choosing viable adventures. In other words, happiness as well as joy are often by-products or outcomes of authentic, sincere action, whether to animate dreams or address practical matters.

You have several ways to use this book. Given the responsibilities and requirements that take your precious time, skim, read, and choose suggested actions in short takes and sequences that suit you. Though life tends to be nonlinear, you'll find logic in the forward flow of the book, if you prefer to read it from start to finish. Whatever your preference and need, this flexibility will support your natural rhythms, interests, and actions.

Over time, you'll see that work and your future doing it have the potential to be pleasurable and meaningful enough that you'll come to it with enthusiasm, curiosity, and commitment. While not the type of fun found in the video game such as Fortnite, the small

risks and actions ahead will be stimulating and sometimes entertaining. Eventually, I hope your work will be so engaging that it often feels like play and you'll have time for actual play.

You'll benefit from how this book is designed to make the most of your strengths and potential. Then you'll be better equipped for your voyages of lifelong learning, technology awareness and savvy, and use of soft or transferable skills. Please explore, use, and adapt *Happiness and Joy in Work: Preparing for Your Future* and its resources, including links, endnotes, and index to help you create the worklife you want. To get into that flow now, I encourage you to look into one lead from the array in the first endnote. [#1](#)

## STARTING YOUR WAY

Use this book to create connections among your potential, interests, abilities, and needs to what's emerging for work, now and later. To continue making sense of such dynamic complexity and sustain momentum, use one lead or idea for follow up at least once a week. Your consistent action will move you forward to a range of productive, inspiring possibilities.

Visionary choreographer, educator, and author Liz Lerman said, "Ask a big enough question, and you will need more than one discipline to answer it." I hope you'll keep asking big questions that inspire you, while being alert to concrete, current possibilities and choices for immediate action. In the following preview of coming attractions, you'll see how the chapters in the entire book will support your unique progress as well as show the promise of

often connecting fields for the future. In addition to stepping into your own future with this chapter, you'll benefit from how:

- chapter two guides you in launching your own happiness and joy in work
- chapter three explores how to make happiness and joy your own
- chapter four shows how to activate your own stories
- chapter five provides a holistic, productive process for describing work you want, now and later
- chapter six helps you face realities and transcend blocks
- chapter seven is an inspiring coda for making your own kind of music, literally and figuratively.

Few experts agree about what the actual future of work will be. How could even the most clairvoyant, brilliant ones do that given the complexity and volatility of constant change? The ambiguity and uncertainty add to the mix. Yet understanding the basics of what's emerging and preparing for what engages you are what you can do. You can also learn enough about how your own situation is being affected to influence it, even in modest ways.

Then you'll be better able to act as I, many colleagues and clients, and futurists-by-choice have been doing, however incrementally and sometimes messily. Step by step, make conscious choices from varieties of preparation and work that are good matches for you. That's similar to my process. Alternatively, simply continue to be curious and willing to explore possibilities for change and growth. Experiment with ways that work well for you over time. In that process, create useful balance among

consistent action, idea testing, and search for the new that has meaning and promise for you.

Many versatile, apt choices include subjects and activities related to the arts and sciences and their combinations. They will encourage new directions and action along the way as will the flexible pacing and chapter sequences. Recognizing you have other commitments, the strategies and design of *Happiness and Joy in Work: Preparing for Your Future* suggest manageable steps to sustain positive rhythms of action for success, to stay current and confident.

Embracing physicist Stephen Hawking's mantra "it should be fun," this book includes storytelling, coloring, and sketching. They also support self-awareness, self-presentation, and relaxation. Suggestions for integrating seemingly different combinations of information, ideas, and actions will help you manage and focus the range and fullness of possibilities. In addition, the power of positive emotions will show directions for action as well as bring oomph, energy, and hope to your experience with this book and worklife.



*Let daily sunrises brighten your life!*

Photo by Zeke Mekonnen

As you express and further develop your abilities and interests, you'll see how best to lead from within first in order to strengthen your self-direction and confidence. By starting where you have the most choice, you'll be better prepared to ride the waves of accelerating change that understandably can bring some fear and anxiety as well as positive surprises and opportunities. Maybe the link to Daniel Susskind's 15-minute video TED talk on the myths of the future of work will provide some perspective. [#2](#)

Whatever your situation and levels of education, experience, and expertise, I encourage you to use and adapt *Happiness and Joy in Work: Preparing for Your Future* as a map and support for vigor and experiment. You'll have access to processes and

practices to keep describing what you want to do and how to progress. Then your steps and strides forward will be more likely to suit your developing needs, interests, and vision.

Based on my own challenges with research, education, and varied work experience, count on me for empathy. That's embedded in my practical approach of informed optimism about individual's actual possibilities and potential. The leads and links will assist you in expanding and deepening your strengths with good judgment and authenticity.

### THREE REINFORCING THEMES

The diagram below reveals how the three reinforcing, interacting themes in this book relate to your progress and future. Contributing to your happiness and joy in work, they are lifelong learning and using soft or transferable skills for relationship-building, collaboration, and work progress. The third focus is anticipating, being aware of, and contributing to current and emerging technology. Please explore and use the information in the chapter endnotes throughout the book to support your learning and growth as well as to open new outlooks, if not panoramas.

Though difficult to show the interactive flow of the three themes in the two-dimensional diagram below, I believe you already can sense how they could generate possibilities for you. If not, I bet your intuition and imagination, experience and perseverance, curiosity and connections will help you build a foundation to support related opportunities over time. The formal and informal networks you have now and will cultivate, as well as

this book, will be in your corner as you move forward into your future!



*Three Reinforcing Themes for Your Future Success*

### EMOTIONS: MEANINGS AND VALUE

Some consider the emotions of happiness and joy self-indulgent or unlikely in many work situations. Though often unappreciated as energizers, they can contribute to your professional motivation, effectiveness, and fun as well as to the results you want. Experiencing, showing, and sharing those emotions have at least the five benefits below. In everyday life, they:

- enhance the charisma of leadership, whether informal or formal

- contribute to building trust through shared positive experiences
- provide data for choices and direction
- ease challenging situations
- bring health benefits

Too bad these contributions of happiness and joy are not typically acknowledged in performance evaluations and elsewhere! Maybe they've been highjacked by the assumption that a person must be serious all the time to be taken seriously. Nor is the calm, peace, and other health benefits that they bring appreciated. [#3](#)

I've learned that the significance and value of emotions are not exactly what many people, including myself, have assumed. For example, rather than distort and conflict with facts and information, positive emotions can complement and invigorate them. They also help set priorities for action with road signs to correct turns. Use them to support your intuition as well.

Different from feelings, happiness and joy enhance use of soft skills such as listening, empathy, collaboration, and conflict resolution. Often called interpersonal or transferable skills, soft skills are especially important for effectiveness in work of the future. [#4](#).

According to 25 years of research by neuroscientist, author, and psychologist Lisa Feldman Barrett, emotions are built over time. They are guesses or predictions constructed in the moment based on prior knowledge, experience, and external information. Seemingly miraculously, your awareness of them reflects the

firings and responses of billions of neurons in your brain and in other parts of your body such as your gut. Feelings differ because they are simpler summaries of what's going on, based on what's already implanted in your brain early in life. As apparent as the body senses emotions, they are *mental* experiences of body states, according to neurologist Antonio Damasio. That's explained further in endnote [#5](#), along with Dr. Barrett's video TED talk link.



*Be wholehearted about generating happiness and joy at work*

Being wholehearted about generating happiness and joy at work, rather than hovering at the edge of experience as a skeptical observer, can support positive self-fulfilling prophecies. So, let curiosity and common sense lead you forward as you choose among and enjoy the ideas and experiences throughout this book.

Whether something new or a complement to what you know already, you'll encounter ways to explore relevant humanities, arts, social sciences, sciences, and technology. They will confirm and enrich your skills, interests, and perspectives. In the process, you'll find additional choices for strengthening confidence and

expanding your vision for responsible professional adventures, now and in the future.

Nevertheless, sometimes reality will bite. Examples are shifts in your situation such as unemployment, reorganizations, outsourcing, and mergers that might bring a sense of unease, if not anxiety, fear, or loss. Freelancing, gig, part-time, and potentially more secure entrepreneurial work could be temporary substitutes or preferred alternatives.

Given the swirls of change in internal and external unknowns at work, how can happiness and joy be sustained, even when you do feel them? To manage the natural uncertainty of these shifts and changes, address your level of intolerance for it. [#6](#). Realize, also, that you are not alone. As far back as 1984, technostress was acknowledged as a “modern disease of adaptation caused by an inability to cope with the new computer technologies in a healthy manner.”

One choice for dealing with possible discomfort and anxiety right now is to continue using this book and other sources to face realities. Identify immediate, doable choices for action, following up as soon as possible. In addition to collaborating with others for assistance, invest in strengthening your abilities, insights, and preparation.

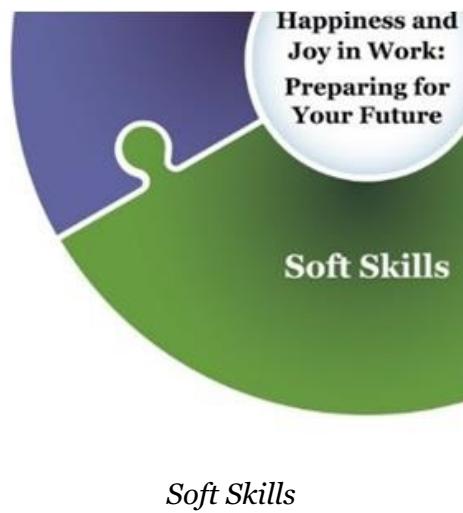


*Don't settle for just a bone!*

Photo by Zeke Mekonnen

Another choice is to keep taking manageable steps into the future of your work, keeping as close to your own terms as possible.

## SOFT SKILLS: VALUE AND USES



*Soft Skills*

This is the soft skill slice of the diagram of the three reinforcing themes of the book on page 9. Admittedly, there is nothing new about soft skills, except possibly increasing recognition of their importance for doing effective work and their relevance to the dynamic work of the future. Often overlapping with transferable, and sometimes self-management skills, soft skills combine the range of abilities that enable you to interact effectively and harmoniously with other people. Are you smiling about their similarity to the kindergarten report card category of “works and plays well with others” that still relates?

As you’ll see in the Wikipedia definition below, soft, transferable, self-management, and leadership and managerial skills complement and reinforce one another for the effective management of people, including yourself. Their interactions, overlaps, and subtlety make it challenging to quantify them.

Perhaps that’s another reason they have not been given the attention they deserve in schools at all levels and in many formal training programs. In fact, calling them soft may make them seem less valuable than the “hard” or content aspects of work. Yet both soft and hard skills are necessary for success doing most work of the future.

“Soft skills are a combination of [people skills](#), [social skills](#), [communication skills](#), [character traits](#), attitudes, career attributes, [social intelligence](#) and [emotional intelligence](#) quotients among others that enable people to navigate their environment, work well with others, perform well, and achieve their goals with complementing hard skills.”

To avoid endless distinctions among different types of skills, I think it’s best to divide them into two main categories: soft skills that enable you to be effective and harmonious with others, and hard skills related to work content. The latter are specialized knowledge, abilities, and experience generally acquired through education, training, and practice.

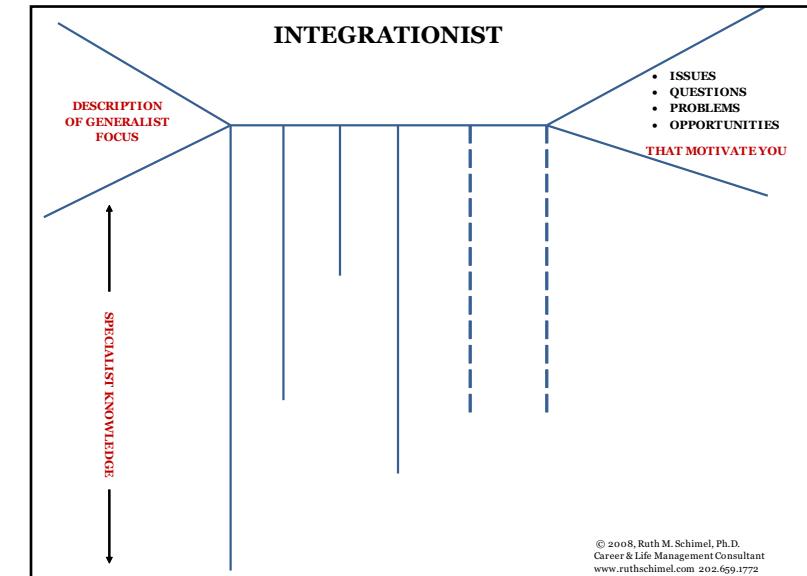
Yet, given the rapid change of work content today, learning how to learn, a soft skill, is probably more important than being a master of some specialty in depth that is likely to keep changing. In sum, then, think of your capacity to use both soft and hard skills as key to effectiveness and a contributor to your happiness and joy in work — now and in the future.

## INTEGRATING YOUR PERSPECTIVE

But how to deal with the natural tensions between in-depth job content knowledge or hard skills and being ready for ever-changing work situations? To do this, I believe it's useful and possible to be both a generalist *and* a specialist. That process involves expanding and deepening specialties related to your purpose or general work focus. For example, in my situation my purpose is helping people realize their true capacities.

Some related specialties or subject areas include psychology, economics, organizational development, and individual assessment. They all benefit from continuous learning as do other constantly evolving areas for further understanding (e.g. applications of technology in the humanities and work).

The diagram below shows how this Integrationist approach works with a top horizontal line for the generalist focus that describes the purpose of your work. Specialist areas, or vertical lines at right angles to the horizontal line, relate to actual and emerging job content topics or knowledge. The dotted vertical lines represent additional topics for learning. Soft skills can provide the mesh that marries generalist focus at the top line and vertical specialist topics. You can update this diagram periodically to reflect how your vision and work itself evolve.



*Integrationist Diagram*

## UPGRADING SKILLS

The 2018 Skillful State Network is a promising example of how effective transitions to new fields can be fostered along with supporting soft skill development. Recognizing that a range of current skills and credentials can be morphed into digital-ready work, the 20-state collaboration grew from a successful 2016 Colorado pilot. Aided in part by the Markle Foundation, this approach frees both employers and prospective employees from “required” degrees and experience that imply there’s only way to prepare for work of the future and to progress.

<https://www.markle.org/solr-search?keyword=soft+skills>

The Skillful State Network described further below also transcends the typical model of government-based job retraining. A departure may be a July 2018 federal expansion and

modernization of the Carl D. Perkins Career and Technical Education Act to reskill the workforce. Though it may better meet present and future needs, previous sometimes redundant programs have been challenging to coordinate and update in timely ways. Such efforts have usually been based on cooperation among employers, educators, career counselors, and workers to prepare mostly for currently available jobs. See evaluations of the effectiveness of such traditional government retraining as well as a description of the Skillful State Network in the following endnote. Also there, you'll see employer-based supports for upskilling supported by the Aspen Institute and others. #7.

In comparison to government approaches, the Colorado approach substitutes long-term, regional collaboration. The state has found, for example, that 60% of the 9,000 cybersecurity openings don't require college degrees. "A short certification class could take a teller's skills...to cybersecurity roles," according to then Governor John Hickenlooper.

At the same time, some of the most promising educational developments are occurring at the high school level with career education. Increasing 22% over the past decade, these programs are shifting away from the assumption that all students should be steered directly to college through liberal arts curricula. Alternatively, high school programs are increasingly integrating college level learning. On the other hand, ironically, panicked universities hungry for students have been adding thousands of new majors which add to the pressure of making effective choices for work of the future. <https://wapo.st/2NbPOpz>. Given the

plethora of educational and training possibilities at so many levels, focus within yourself first for direction and choices related to the future of your work.

For some possible leads for your focus related to your unique preparation and progress, see the summary of the "Future of Jobs" report from a recent World Economic Forum survey. #8 The top human resource and strategy officers in global companies think that core skill sets for most occupations are expected to appear within the next five years.

According to the World Economic Forum report, strong social and collaboration skills such as persuasion, emotional intelligence, and teaching others will be in higher demand across industries than technical skills. They include programming as well as equipment operation and control. Other technical content knowledge is often accessible through formal education as well as online and on-the-job training. In any event, such substantive requirements often need continual updating due to accelerating change and individual's interest in new challenges while or after reaching mastery.



*Soft skills involve interpersonal processes and perceptions*

As mentioned above, often more valuable and necessary to develop for work of the future are the typically qualitative soft skills involving interpersonal processes and perceptions. Difficult to measure, they are often subtler to learn and evaluate as well as to practice effectively. In part, that's because they involve fluid, varying situations and interactions with people who may have different backgrounds, values, and levels of preparation. Nevertheless, their value becomes apparent as outcomes are improved and compared. Much of the power of soft skills, then, relate to how they facilitate effective collaboration and other interaction about work content knowledge and technological matters. Do your own Self-Assessment of Leadership and Management Abilities at <https://www.ruthschimel.com/resources>.

Since technology tends to accelerate exponentially, you can imagine the value of many soft skills for supporting fluid applications and coordination of technological know-how. Given the dynamics of technological change and realities of both content knowledge and soft skills, adaptability is probably one of the most valuable overarching skills for the foreseeable future. #9 Your adaptability will facilitate all three processes in the main diagram at the start of this chapter: lifelong learning, use of soft skills, and anticipating and understanding technology change.

For additional relevance to your situation and choices for learning, you'll see how embedded soft skills are in the World Economic Forum list below. Here are the top ten skills sought for 2020:

1. Complex problem solving
2. Critical thinking
3. Creativity
4. People management
5. Coordinating with others
6. Emotional intelligence
7. Judgment and decision making
8. Service orientation
9. Negotiation
10. Cognitive flexibility

With this list in mind, imagine how positive emotions could strengthen your performance and results in the interacting and sometimes overlapping areas above. How would they support applications of your own list of soft and other skills you want to strengthen? When you act authentically and sincerely with the energy that happiness and joy bring, empathy, trust, and improved relationships can also evolve. There are at least two ways to test this after identifying one skill or ability you want to develop based on your self-assessment.

*First, envision how a situation related to using that skill or ability would be improved when you have a positive mood or emotion. What do you think would happen? Secondly, experiment with applying the skill, happily or joyfully. What do you notice about your own effectiveness in addition to others' responses?*

You're likely to have at least two benefits. The first is pleasure for yourself from positive emotions. The second is a useful experience applying soft skills for supporting effective performance at work. Add to these benefits the possible perceptions from use of a soft skills that you're nice. As long as you don't sacrifice your authenticity and values to vacuous behavior or become a pushover, the natural positive flow in relationships that being nice brings could also contribute to others' improved performance.

Here is an example of such a concrete outcome according to the current President of the American Enterprise Institute, Arthur Brooks: being nice is valuable for leadership, prompting a 132%

increase in effectiveness. Equally important, I think, are opportunities for respecting, communicating well, and benefitting from working with the variety of human resources in your situation. [#10](#)

They can include men, women, minorities, people from other cultures, LGBTQ identifying, and disabled individuals, in addition to the range of generations — or anyone who's new to you. Working well with this wider range of individuals may also help adjusting to labor shortages. Furthermore, heterogeneous groups tend to be more creative and productive than ones with similar members.

Being nice and being likable certainly overlap, especially when you are in a joyful or happy mood. Mitch Prinstein, author of *Popular: The Power of Likability in a Status-Obsessed World* and Distinguished Professor and Director of Clinical Psychology at the University of North Carolina at Chapel Hill, connects it with success. He concludes that "People who are well-liked are more likely than their equally-qualified counterparts to be hired, promoted, and even earn higher salaries. They are also more likely to feel satisfied at work, happier at home, and less likely to suffer from addictions, depression, and anxiety."

But as you probably have noticed already, there's another side to being nice, likable, or just polite. This approach may avoid doing harm or causing embarrassment, yet not always do the most good. That's what professor Jamil Zaki found from open conversation and being honest with himself about his avoidance of giving useful, insightful feedback to his students. What I consider

merely polite communication possibly robs participants of better outcomes. Opportunities to learn about others' capacities and to build trust by being straightforward and appropriately inquisitive about people's deeper potential are lost or half-baked. The challenge and opportunity are to be both frank and kind, I believe.

[#11](#)

## SUSTAINING YOUR STRENGTHS

As mentioned in the earlier suggestion of leading from within first, your own strengths are a promising, accessible starting point to prepare for the unknowns of the future. Among the range of your internal riches, your body and mind are foundations for growth, through older age in fact. To appreciate these gifts, express your capacities for doing effective work that makes contributions of value to yourself and others. That process will probably flow even better when what you do has meaning for you, now and later.

One key to your strengths and to releasing other powers is Carol Dweck's concept of Growth Mind Set. It shows how positive assumptions about your learning capacities and intelligence promote progress. Use it as you develop soft skills, continue lifelong learning, and stay current with technology. The more cross-fertilization among these factors with your thinking and action, the more likely you'll have attitudes and results that promote a future of happiness and joy in work. Go deeper into Google to decide how you want to adapt Dweck's views to further release your potential. [#12](#)

## ANXIETY AND AMBIGUITY

Strengthening your clarity and commitment through experimenting with choices and actions will help you ride and enjoy at least some of the waves of change in your situation and environment. Yet your own needs and interests, along with others' influences, will likely continue to be in flux. In such circumstances, letting go of expecting secure, static predictions of the future of *your* work could ease some natural anxiety about change.



*The real concern about automation is the distribution of wages in new jobs*

An example may be "automation anxiety," related to technostress mentioned earlier. "The real concern about automation is the wages those new jobs pay, or more precisely, on the *distribution* of those wages." Since it reflects concerns about

job losses connected to economic and workplace changes often beyond your control, stay alert to what's emerging in your own situation, fields, and employers' choices. That can help you decide what experience and skills are important for you to develop — or where to go next. For Brookings Institution's discussion on *Four Cures for Automation Anxiety*, go to <https://brook.gs/2Mq4lsL>.

In dynamic situations of accelerating technological change and related learning needs, you can still write and fill your own prescription for healing possible anxiety by addressing the ambiguity that is part of today's reality. Here's a thought experiment that I suggest to my clients to deal with such situations. Try asking yourself or adapting the following:

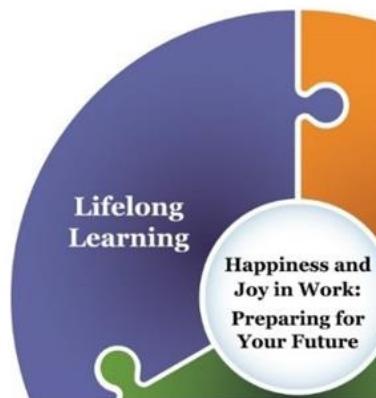
- Is this ambiguity something that can be cleared up at all given the actual situation? If not, let go of any related anxiety or concern for now, but stay alert for new information to improve clarity and insight, as well as to identify possible action.
- Is this ambiguity worth my time and in my interest to explore? If so, proceed.
- Is this ambiguity something I can clear up or at least clarify? If so, what one or two steps can I take right now? What sources of information and people will assist me?

In fact, getting comfortable with ambiguity, which is often typical of challenging, worthwhile situations, can contribute to your flexibility and adaptability. #13 I sense you'll benefit from

this inside-out approach, starting within yourself as the source of insight and immediate choice.

So, be the master or mistress of your fate, the captain of your soul, as Henley's poem *Invictus* goes. Since you are the prime, best generator of action based on your true self, who knows your preferences and options better? Continue being self-directed to pilot your future, while accepting neither you nor others are clairvoyant nor controllers of the processes of complex change. But you can influence people and situations as you make effective choices and commitments. Your evolving soft skill expertise, self-awareness, and knowledge will improve your prospects and contribute to others, especially as you appropriately infuse Stephen Hawking's mantra: "it should be fun" into your activities.

## LIFELONG LEARNING



*Lifelong learning is a gift to yourself*

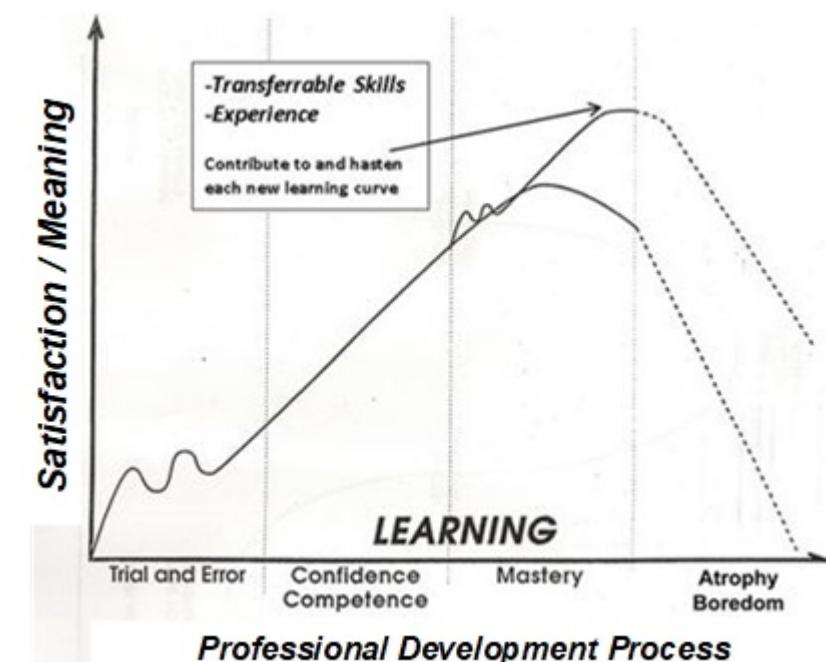
The diagram above is a savory slice of the full diagram showing lifelong learning, technology, and soft skills as part of this

book's foundation. Stimulating and valuable, lifelong learning is a gift to yourself. But if you're wondering about the practicality of continuing to learn in a constantly changing environment, actually you may not have a choice. Learning is necessary for most situations in these days of rapid change, whether for work or other aspects of your life where you devote time and energy. In fact, it's often your ticket to enjoyment and progress, not to mention one of the best ways to counter boredom or even hopelessness.

As you no doubt know, keeping your brain and mind strong and resilient is as important as attending to the rest of your body's strengths. If these good purposes for learning do not convince you to explore possibilities and opportunities, I hope you'll get motivation and encouragement from information and guidance in this section as well as throughout the book. The diagram on the following page shows aspects of a professional development process.

You'll see in the diagram below that moving upward through trial and error to confidence and competence to mastery is natural in many new learning situations. Nevertheless, your process can vary with timing, confidence, and mood, as well as interests and previous experiences. The quality and sources of guidance are also relevant.

Though feeling like a newbie as you experience trial and error is challenging to deal with, even mastery can become a mixed blessing. At that point you may become stuck in automatic pilot, dropping into a downturn of boredom, atrophy, or disengagement.



*A diagram of one professional development process*

To avoid such dips or regressions, keep learning and using your soft skills as well as related abilities and experience. Your commitment to a new goal for growth can make each next learning experience move faster and to a higher level.

## WIDER VIEW OF ABILITIES

One way to manage progressive transitions is to use a wider lens for appreciating your rich range of abilities and potential. Harvard professor Howard Gardner's theory of multiple intelligences provides this lens for you [#14](#).

Here are the nine that Gardner names:

1. verbal-linguistic intelligence

2. logical-mathematical intelligence
3. visual-spatial intelligence
4. bodily-kinesthetic intelligence
5. musical-rhythmic intelligence
6. interpersonal intelligence
7. intrapersonal intelligence (ability to understand own abilities, fears, and motivations)
8. naturalist intelligence (sensitivity to nature and the world)
9. existential intelligence (tackling deep questions such as meaning of life)

As you'll see in the endnotes, links, and forthcoming chapters, Gardner's holistic view of the range of intelligence relates to many of the activities and practices in *Happiness and Joy in Work: Preparing for Your Future*. You'll also appreciate them as you think about the themes and connections in your own experiences and investigations into possibilities.

## MINE YOUR ABILITIES

I sense you can continue to appreciate and gain insight into the variety and potential of your multiple intelligences as you notice your daily choices, actions, and needs. Also attend to what attracts you to new activities and situations. Perhaps observing other people's abilities and experiences will prompt your interest in expanding yours as well.

Though conventional education tends to focus on logical-mathematical and linguistic-verbal abilities, soft skills are most obviously embedded in interpersonal intelligence. Musical abilities are related to understanding technology. Visual-spatial abilities show up from packing suitcases and groceries to designing to art in general.

*To encourage your stretching and enjoyment, look into this critique of Gardner's theory and examples of how each intelligence can be expressed. Choose one or two abilities from his list above that you'd like to develop or enhance, related to future work or not. But avoid pigeonholing yourself with job titles for future work as you explore:*

<https://www.verywellmind.com/gardners-theory-of-multiple-intelligences-2795161>

In addition, use Dweck's Growth Mind Set mentioned previously to freshen your attitude toward yourself by expanding your view of your potential. As part of your lifelong learning, add any of Gardner's range of abilities that appeal to you to deepen

your current capacities and enrich your repertoire for work and elsewhere.



*Now is the time to be curious about future possibilities for learning and work*

## SOURCES FOR LEARNING

The is your time to be curious about future possibilities for learning and work. In a way, the process is like going shopping with yourself as the finder and funder. If you haven't already dipped into and/or used them, I encourage you to explore offerings of Massive Open Online Learning Courses (MOOCs) such as edx, Khan Academy, and Coursera.

Rather than being overwhelmed by the selection, though, recognize it's not a typical school situation where the "contract" or even a grade is keyed to completion. Although some offer course credit, also consider these often interactive and free learning

opportunities as a way to test your interests. For guidance, read <https://www.nytimes.com/2018/08/02/education/learning/choosing-best-online-program.html> for Kerry Hannon's Multiple Choice article. YouTube videos are another source you've probably used already for other matters. Also visit The Great Courses especially for their discounted specialized topics such as The Learning Brain at [www.thegreatcourses.com](http://www.thegreatcourses.com).

After you've developed a sense of topics that are important to you and your future, investigate how certificates, community colleges, and four-year university programs relate. Increasingly, people choose to start at a community college for two years and then complete a higher degree at another college. Other possibilities and sources are on-the-job training and a mutual mentoring idea at <https://www.ruthschimel.com/resources>. Explore commercial courses, professional organization offerings, and opportunities supported and provided by employers as well.

Also consider initiating your own self-study projects and collaborative learning groups to support your entrepreneurial instincts and fill in what's not found elsewhere. Any combination of approaches that stimulates incremental choices and actions will encourage your independence, self-sufficiency, and readiness for the future of work. If only for efficiency, find two-fors: topics that you enjoy that also support future earning possibilities.

Insofar as possible stay in sync with your true interests, choosing professional and personal growth. Consider new processes, ideas, and opportunities at your own pace, for credit or not. In other words, make choices you can sustain because your

interests motivate you and you have adequate resources. Then, whatever you choose will help keep your mind agile and empower you. As a result, you'll also be more likely to experience happiness and joy from both short and especially deeper dives. To add to your enjoyment, see and explore a range of different approaches to independent learning and work choices. [#15](#)

## QUICK LEARNING SOURCES

No time or motivation for some serious shopping yet? Then start with shorter sources for learning using one or two new periodicals. Try magazines and their newsletters related to new, intriguing topics. Examples are *Fast Company*, *Wired*, *Scientific American*, *MIT Technology Review*, *The Economist*, *The Atlantic*, *Popular Mechanics*, *Popular Science*, and *Bloomberg Businessweek*. Also choose among *Art in America*, *Muse*, *Granta*, *The New Yorker*, *The New York Review of Books*, and *Variety*. For open-ended exploration, just Google a topic title.

In addition to local sources, including radio and TV, national news sources are *The New York Times*, *The Wall Street Journal*, *The Washington Post*, *The Financial Times*, and *Axios Future*, free online and proud of its “smart brevity.” National Public Radio, PBS stations, and C-Span’s three options, including [www.booktv.org](#), that provide unbiased information and opportunities to hear a range of viewpoints beyond your typical inclinations.

To open other doors to your future, continue playing with keywords and experimental short phrases in search engines. One

search I did was “where art meets life” on Google. That resulted in [www.pbs.org/show/articulate/](#) — a fine surprise that I continue to enjoy.

I hope reading interests you. Keep in mind that some studies note that trouble with reading is often the main reason why people drop out of school. So, wherever you are on the range of reading enjoyment and ease as well as availability of time, I encourage you to find what interests you in any format.

Depending on what appeals, choose physical books, e-books online, and audio versions. In public, school, and university libraries, ask professionals to assist you with search on topics of interest. As with local bookstores, notice exhibits of their new acquisitions. Perhaps read on your own and with neighborhood and library book clubs and other community groups you can join or start.

Take small manageable steps with topics that truly engage you or that at least spark your curiosity. There are learning opportunities in all categories. Maybe explore romance, science fiction, mysteries, and fantasy. To whet your appetite, examples of tech topics in mysteries are *The Quantum Thief* and *The Quantum Spy*. Poetry and essays provide even shorter, but thought-provoking, choices.

In sum, I am recommending that you at least flirt with different choices for reading and listening than usual to expand and deepen your curiosity, understanding, and growth. If none of the previous suggestions appeal, just snoop in Google for articles

and at Amazon.com, using any keyword in their books category that suits your fancy. When you find a book that intrigues you, explore its table of contents at “look inside” on the book covers and other aspects. In the process, be alert to themes and patterns that emerge in all your choices that suggest new directions for learning and work.

Equally important to exploring possibilities and topics through reading and listening using variety of sources is developing wider relationships. For learning and fun, connect with people who have different backgrounds, interests, and knowledge. As comfortable, move from conversation to shared experiences for mutual learning and understanding. These contacts can enrich your quality of life in general as well as add meaning and dimension to your work, current and future. Given their networks, they can also provide links to employment and other possibilities!

Possibly related your own adventures, is this quote from the late CNN explorer, author, and chef Anthony Bourdain: “I consider one of my few virtues — and I don’t have many of them — but one of them would be a deep sense of curiosity...It’s inconceivable why anyone would want to not experience as many colors in the spectrum as possible with our limited time on earth.” Taking and adapting any of the suggestions above as well as adding your own ideas, let *your* curiosity guide you to new experiences, learning, and insights.

## TECHNOLOGY



*Watch for innovative technologies*

The figure above is the final slice of the full diagram on page 9 that shows lifelong learning, technology, and soft skills as a foundation for preparing for your future of happiness and joy in work. For one overview of what's emerging in technology, the March-April 2018 issue of the MIT Technology Review highlights the 10 break-through technologies of 2018; the link to the article is in endnote #16. For a preview now, they are:

- 3-D Metal Printing
- Artificial Embryos
- Sensing City
- AI for Everybody
- Dueling Neural Networks
- Babel-Fish Earbuds
- Zero-Carbon Natural Gas

- Perfect Online Privacy (I wonder?)
- Genetic Fortunetelling
- Materials' Quantum Leap

According to the analysis, seven of these 10 are available now.

As you probably know already if you are a fan, the future of technology is often foretold in fantasy and entertainment. I continue to find inspiration through so-called science fiction in the early, prescient Star Trek TV series as well as more recent versions. They not only anticipate much of our burgeoning technology, but also demonstrate the value and use of soft skills in varying situations, cultures, and generations — not to mention, galaxies.

For an example of such relevance to professional development, give about ten minutes to Alexandra Samuel's applications of Star Trek to solving workplace difficulties. The Great Courses' description of its new release on Sci-Phi: Science Fiction as Philosophy considers the philosophical dimensions in television and film that help us better understand our world. [#17](#)

Whether or not your curiosity or interest is seized by anything above, use the list of emerging and current technology matters below, as one place to start exploring and learning. I hope you'll also consider practical and imagined combinations as well as additional connections that come to mind. While skimming the list, be aware of such overarching issues as:

- cybersecurity, including voting process protection
- international technology competition and theft

- workforce issues: development, diversity, and displacement
- regulation, law, and ethics.
- privacy



*Go beyond the clouds*

Photo by Zeke Mekonnen

Other related matters are dependence on “the cloud” in ubiquitous data centers on earth, the resilience of our increasingly vulnerable electrical grid, coming 5G development and applications, and climate change. The influence, value, and infiltration of social media in everyday life are also important, as you well know given the likelihood of your use. Consider Ethan Zuckerman’s original comments on social media in addition to

how your cell phone can (maybe) help you feel happier by The New York Times' Claire Coghlan. [#18](#)

## OVERVIEW OF EMERGING TECHNOLOGY

Following is my brief overview of current and coming attractions in the constantly burgeoning and changing fields of technology. As you consider and explore them, *choose one or two examples that intrigue you most. Use your choices to clarify your own interests further as well as to focus on practical matters related to work you may do or connect with in the future.* [#19](#)

The links in the endnotes are just a start before you activate some of the endless search engine connections to explore further. In any event, new iterations will continue emerging and unfolding over time. Keep in mind that interdisciplinary fields such as cognitive science and neuroscience are important influences. The arts and humanities also have complementary, relevant places within and ancillary to technology beyond obvious benefits of critical thinking and other soft skills they provide. You'll see interdisciplinary applications throughout the book.

*Computer-generated information production, organization, and applications*

- virtual, immersive, augmented, embodied, and mixed reality
- artificial intelligence and its advanced versions such as artificial general intelligence, including aspects such as

machine learning and big data; quantum computing (already being explored nationally and internationally)

- cybersecurity and risk management

*Biological-chemical innovations and uses across disciplines*

- biologically-inspired engineering, 3-D printing of organs, prosthetics, satellites, and membrane morphing; value and use of the microbiome; origami bots; biophilic design
- genomics and gene manipulation such as CRISPR, immunology, personalized medicine, sometimes called precision medicine, neuroethics; neuroscience research, neuroaesthetics (effects of the arts on the brain); cryoelectronic-imaging; social neuroscience
- distance diagnosis and surgery, diagnostic implants

*Other established and evolving innovations*

- tech-driven traffic controls and networks for autonomous vehicles including trucks, and increasingly computerized conventional cars (50% of value is software these days); battery capacity upgrades for a range of technology; applications using embedded sensors in infrastructure
- multi-product and multi-service platforms related to wearables such as fitness rings (Motiv), drones, Internet of Things and Internet of Everything; blockchain uses

for digital currencies, real estate transactions, logistics, and food safety, for example; more fully green buildings

- robotics: social robotics, self-healing robots, cobotics (robots that collaborate with humans), soft robotics. Applications in human care, vehicles, manufacturing, homes, etc.

Regardless of finding this list or parts of it somewhat daunting, old hat, or thrilling, *I suggest you notice themes or patterns among what interests you. Then, just pick one or two examples at a time that possibly interact or relate for later in-depth learning.* Use the links in the endnote #19 and your own ideas for further investigation.

If still nothing grabs your attention, maybe you'll find something engrossing by watching programs such as NOVA on PBS stations. Another eclectic, accessible source is National Science Foundation programs. Technology and Career webinars from online source *Science*/AAAS [http://www.sciencemag.org/custom-publishing/webinars?et\\_rid=79894302&et\\_cid=2157757](http://www.sciencemag.org/custom-publishing/webinars?et_rid=79894302&et_cid=2157757) as well as other leads. #20

A bottom line on these current and rapidly emerging shifts and changes in technology and new uses of big data and artificial intelligence, especially, again shows the difficulty of predicting the future of work. Yet, be reassured by your own adaptability, curiosity, and courage. In addition, your brain plasticity and the rest of your body are generally designed for development and renewal, regardless of age. #21. If you don't mind undisguised

marketing, here is the link to my *Choose Courage* series of six books on Amazon, now at bargain rates for Kindle users. I think they will support and encourage your strengths and skills: <https://amzn.to/2wpCjbs>

## EXPRESS YOUR UNIQUENESS

Appreciate and keep expressing your uniqueness — there's only one of you so make the most of who you are and can be for your future. To reassure you further and to confirm your innate strengths and capacities for making connections among soft skills, technology, and lifelong learning, let's talk about your genius. If you dismiss that possibility for yourself, how about keeping an open mind, possibly related to early Greek and Hebrew views? From that perspective, consider it your daimon, essence, animating spirit, or natural guide. Simply put, your genius is your unique self, your capabilities and potential.

Eric Weiner's five myths of genius will help you appreciate your potential and further clarify your own genius. #22 For example, your capacity is not contingent on having a very high IQ or how hard you work or how much you know, but on imagining or understanding what others have not. That's one of the reasons that this chapter and the rest of the book encourage you to play with ways of seeing and doing things that may be new, different, or challenging. Whether you do that from a wheelchair as Stephen Hawking roamed the universe or as a student at any age, use curiosity coupled with commitment as a catalyst for progress and adventure.

Your small steps, strides, and occasional leaps forward will flow better when you let go of the very idea of being average or in any way “less than” anyone or anything. Comparisons to others are unlikely to have value or accuracy given individual uniqueness, backgrounds, and experience. Instead, continue appreciating the depth and breadth of your variety and abilities, as you apply Carol Dweck’s Growth Mind Set and explore your multiple intelligences as defined by Howard Gardner — or your interpretations of them.

Another supporting perspective is Todd Rose’s smart, empowering book: *The End of Average: How We Succeed in a World That Values Sameness*. It shows why an “average” person does not actually exist. Rose bursts assumptions that put people in static, stale categories, constrained by “shrink-wrapped” labels. Originally a high school dropout himself, one of his present incarnations and accomplishments at Harvard is co-founder of the nonprofit Center for Individual Opportunity. For his summary of the science supporting his research, see <http://www.individualopportunity.org/science>.

Rose highlights these main points as:

- the multidimensional aspects of human qualities that preclude single scores or categories
  - the value of interaction between the person and situation or context and how it affects performance
  - the variety of pathways for learning and development that lead to more than one way to create successful outcomes
- [#23](#)

## HUMOR HELPS

I’ll leave you with some humor from an old spiritual source. Before his death, Rabbi Zusya said "In the coming world, they will not ask me: 'Why were you not Moses?' They will ask me: 'Why were you not Zusya?'" For James Geary's wit, see what happens when a computer walks into a bar: <https://on.wsj.com/2RdDLqi>

Being true to yourself is not the only road to joy. Each trip with meaning you take that’s related to work can be unique, as it was for great cat zoo curator, Craig Saffoe. This is how he felt about his work when his escaped bobcat returned, for feeding no doubt: “over the moon, thrilled...When you find a member of your family, or you find somebody who’s been missing, it just kind of fills you with joy, crazy joy.”

## WHAT LIES AHEAD

Meaning and joy also emerge from the arts and humanities when poetry and technology meet. For *Staying Human in the Age of Technology* by our current poet laureate, Tracy K. Smith, go to: [https://wapo.st/2kzjQmg?tid=ss\\_mail&utm\\_term=.e79ae186740b](https://wapo.st/2kzjQmg?tid=ss_mail&utm_term=.e79ae186740b)

Please continue your voyage to work adventures and progress for your future that can elicit your own versions of happiness and joy as well as your genius. You’ll find additional guidance, inspiration, and motivation as you move further into and around this book. Reach and keep vibrant your own versions of success as you enjoy and benefit from these additional six chapters of *Happiness and Joy in Work: Preparing for Your Future*:

- chapter two guides you in launching your own happiness and joy in work
- chapter three explores how to make happiness and joy your own
- chapter four shows how to activate your own stories
- chapter five provides a holistic, productive process for describing work you want to do, now and later
- chapter six helps you face realities and transcend blocks
- chapter seven is an inspiring coda for making your own kind of music, literally and figuratively.

I hope the experiences, resources, and results you'll get from using and adapting this book will help you appreciate your current gifts and potential for preparing for a work future that benefits you as well as others. May this first chapter of the book give you a taste of what's possible for your happiness and joy as well as success in work, as you define them.

## Chapter One Endnotes

### Endnote #1

- 4.4 minutes that capture visually the complexity, volatility, uncertainty, and ambiguity (also known as YUCA) of our context [https://www.youtube.com/watch?v=qyg\\_BLNSYZU](https://www.youtube.com/watch?v=qyg_BLNSYZU)
- *How to Thrive in a World of Constant Change* TED Talk by Joi Ito, director of the MIT Media Lab <https://ideas.ted.com/how-to-thrive-in-a-world-where-change-is-constant/>
- <https://www.wsj.com/articles/the-secret-of-a-videogame-sensation-joy-1532704017?mod=searchresults&page=1&pos=1>
- From the Institute for the Future: Games for the Future: <http://www.iftf.org/janemcgonigal/>
- *The Quest for Happiness May Be Killing Us* by David Von Drehle: <https://wapo.st/2KauhMz>
- *America Can Ride the 21<sup>st</sup> Century's Waves of Change* by George P. Schultz <https://www.wsj.com/articles/america-can-ride-the-21st-centurys-waves-of-change-1530139914?mod=searchresults&page=1&pos=1>
- *The End of Work: Why Your Passion Can Become Your Job* by John Tamny <https://www.c-span.org/video/?447430-2/the-end-work>
- *The Bull\_\_ Job Boom* by Nathan Heller <https://www.newyorker.com/books/under-review/the-bullshit-job-boom>. Based on London School of Economics professor and anthropologist David Graeber's book on pointless jobs. For an interview with him, see: [https://www.washingtonpost.com/news/on-leadership/wp/2018/06/14/if-you-think-your-job-is-pointless-it-probably-is/?utm\\_term=.1ba24facaac8&wpisrc=n1\\_leadership&wpmm=1](https://www.washingtonpost.com/news/on-leadership/wp/2018/06/14/if-you-think-your-job-is-pointless-it-probably-is/?utm_term=.1ba24facaac8&wpisrc=n1_leadership&wpmm=1)

- *The Future of Well-Being in a Tech-Saturated World* by Janna Anderson and Lee Rainie  
<http://www.pewinternet.org/2018/04/17/the-future-of-well-being-in-a-tech-saturated-world/>
- *The Power of Meaning: Finding Fulfillment in a World Obsessed with Happiness* by Emily Esfahani Smith:  
<https://amzn.to/2KkArcg>
- For a policy overview of what lies ahead for employment and training for a workforce of the future, see this 22-page June, 2018 report from Littler's Workplace Policy Institute  
[https://www.littler.com/files/the\\_future\\_is\\_now\\_-workforce\\_opportunities\\_and\\_the\\_coming\\_tide\\_o.pdf](https://www.littler.com/files/the_future_is_now_-workforce_opportunities_and_the_coming_tide_o.pdf)

Additions re myths on the future of work:

- <https://www.weforum.org/agenda/2018/06/5-myths-about-the-future-of-work-debunked/>
- <https://www.willistowerswatson.com/en-US/insights/2018/01/infographic-five-myths-about-the-future-of-work-busted>
- <https://spotlightonpoverty.org/spotlight-exclusives/four-myths-future-work/>

#### **Endnote #2**

Listen to Daniel Susskind's 15-minute TED talk on Three Myths about the Future of Work.

[https://www.ted.com/talks/daniel\\_susskind\\_3\\_myths\\_about\\_the\\_future\\_of\\_work\\_and\\_why\\_they\\_re-not\\_true](https://www.ted.com/talks/daniel_susskind_3_myths_about_the_future_of_work_and_why_they_re_not_true)

#### **Endnote #3**

For the health benefits of happiness and joy, see:

[https://greatergood.berkeley.edu/article/item/six\\_ways\\_happiness\\_is\\_good\\_for\\_your\\_health](https://greatergood.berkeley.edu/article/item/six_ways_happiness_is_good_for_your_health)

#### **Endnote #4**

For a discussion of soft skills versus work content requirements as well as other employment matters, this article is one of many you'll find online. Explore their website for useful information

related to job search as well. <https://www.thebalance.com/what-are-soft-skills-2060852>

#### **Endnote #5**

- In 18 minutes, you'll hear Barrett's summary of recent research on the true nature of emotions – TED talk by Lisa Feldman Barrett: <http://bit.ly/2FnYKEE>
- Neuroscientist Antonio Damasio explains how minds emerge from emotions and feelings. by [Jason Pontin](#) June 17, 2014  
<https://www.technologyreview.com/s/528151/the-importance-of-feelings/>
- <https://www.edweek.org/ew/articles/2016/04/27/emotions-help-steer-students-learning-studies-find.html>

#### **Endnote #6**

- *How Uncertainty Fuels Anxiety*  
<https://www.theatlantic.com/health/archive/.../how-uncertainty-fuels-anxiety/388066/>
- From 2015: A higher level of intolerance of *uncertainty*, or IU, is a “cognitive vulnerability,” according to Michel Dugas, a professor of psychology at the University of Quebec in Outaouais, and one of the architects of the IUS.
- *Technostress: Implications for Adults in the Workforce* by Lynn Atanasoff and Melissa A. Venable in The Career Development Quarterly, Vol. 65, Number 4, December 2017.  
<https://onlinelibrary.wiley.com/doi/full/10.1002/cdq.12111>

#### **Endnote #7**

- [https://en.wikipedia.org/wiki/Soft\\_skills](https://en.wikipedia.org/wiki/Soft_skills)
- <http://cds.sdce.edu/Assessment/Understanding-Skills> - One take on types of skills from San Diego Community College
  - For the story about increasing flexibility in preparation and hiring for the 21<sup>st</sup> century used by the Skillful State Network and supported by the Markle Foundation: :  
<https://www.wsj.com/search/term.html?KEYWORDS=Employer>

s%20Get%20Creative%20With%20Hiring;  
<https://www.markle.org/>

- For an evaluation of government retraining programs:  
<http://thehill.com/blogs/pundits-blog/economy-budget/323885-thus-far-federal-job-training-programs-have-been-an>
- *Firms Help High Schools Train Students* by Michelle Hackman: <https://www.wsj.com/articles/vocational-training-is-back-as-firms-pair-with-high-schools-to-groom-workers-1534161601?mod=searchresults&page=1&pos=1>
- *UpSkill America* is an employer-led movement that promotes training and advancement practices to help workers progress in their careers and move into better-paying jobs, with the goal of expanding opportunity for America's workers and helping our economy and communities thrive. UpSkill America is a part of the Economic Opportunities Program of the Aspen Institute. For more information, visit [upskillamerica.org](https://upskillamerica.org).

#### **Endnote #8**

<http://reports.weforum.org/future-of-jobs-2016/>

#### **Endnote #9**

A major skill for the future is adaptability:

<https://www.fastcompany.com/40522394/screw-emotional-intelligence-heres-the-real-key-to-the-future-of-work>

#### **Endnote #10**

Brooks on being nice. <https://www.wsj.com/articles/nice-people-really-do-have-more-fun-1476916829> Joanna Lipman on men and women working together effectively: *That's What She Said: What Men Need to Know and Women Need to Tell Them about Working Together.* <https://amzn.to/2PPo7ot>

#### **Endnote #11**

- Prinstein on likability  
<http://www.bbc.com/capital/story/20171106-popularity-at-work-still-matters-whether-we-like-it-or-not>
- *Politeness can sometimes hurt more than it helps* by Jamil Zaki, Assistant Professor of Psychology  
[http://wapo.st/2IcQiWe?tid=ss\\_mail&utm\\_term=.be46a128635b](http://wapo.st/2IcQiWe?tid=ss_mail&utm_term=.be46a128635b)
- For Ruth Schimel on kindness as a corollary to soft skills and being straightforward, see:  
<https://www.ruthschimel.com/kindness-what-its-pleasures-and-powers-offer-you/>

#### **Endnote #12**

- Carol S. Dweck, Ph.D., *Mindset: The New Psychology of Success: How We Can Learn to Fulfill Our Potential (parenting, business, school, relationships).*  
<https://hbr.org/2016/01/what-having-a-growth-mindset-actually-means>
- For six basic emotional styles (resilience, outlook, social intuition, self-awareness, sensitivity to context, and attention), see *The Emotional Life of Your Brain* by Richard J. Davidson, Ph.D., with Sharon Begley.  
<http://a.co/d/1mE1UcX>

#### **Endnote #13**

For guidance on dealing with ambiguity, see:

<https://beyondphilosophy.com/dealing-with-ambiguity-the-new-business-imperative/>

#### **Endnote # 14**

- For a description of Howard Gardner's approach to the range of human potential, see:  
[https://en.wikipedia.org/wiki/Theory\\_of\\_multiple\\_intelligences](https://en.wikipedia.org/wiki/Theory_of_multiple_intelligences). Also see a wide range of specific guidance for expressing your own multiple intelligences in *7 Kinds of Smart:*

[Identifying and Developing Your Many Intelligences](#) by Thomas Armstrong

- For a graph and description of the nine intelligences, see: <http://web.cortland.edu/andersmd/learning/MI%20Table.htm> – I encourage you to transcend limiting job titles such as the ones attached to this table on the right side.

#### **Endnote #15**

- For an alternative to conventional linear learning, explore this approach to double-loop learning: <https://fs.blog/2018/06/double-loop-learning/>
- Choose one book among any of the following after exploring their tables of contents on Amazon under Books. *All Learning Is Self-Directed: How Organizations Can Support and Encourage Independent Learning* by Daniel R. Tobin. *Novice to Expert: 6 Steps to Learn Anything, Increase Your Knowledge, and Master New Skills* by S. J. Scott, *The New Culture of Learning: Cultivating the Imagination for a World of Continuous Change* by Douglas Thomas and John Seely Brown, and *Mindset: The New Psychology of Success – How We Can Learn to Fulfill Our Potential*.
- To be alert to the specious dichotomy and sometimes snobby distinction between vocational and academic education, explore the connections in *Not Your Father's Shop Class: Bridging the Academic-Vocational Divide* <https://files.eric.ed.gov/fulltext/EJ1044008.pdf>
- See also *Revolutionizing the University for the Digital Era* by Wesleyan President Michael S. Roth: <https://wapo.st/2InCs2l>
- For finding the sweet spot of self-sufficiency, originality, and craft, see two books by Matthew B. Crawford, *Shop Class as Soulcraft* and *The Work Beyond Your Head: On Being an Individual in an Age of Distraction* as well as Peter Korn's *Why We Make Things and Why It Matters: The Education of a Craftsman*.
- Getting a good grade doesn't mean you retained the information. In his book, Benedict Carey offers better ways than cramming for you to hold on to knowledge.

<https://well.blogs.nytimes.com/2014/10/06/better-ways-to-learn/>

#### **Endnote #16**

- Ten breakthrough technologies for 2018: <https://www.technologyreview.com/lists/technologies/2018/>
- For tech's hot new talent incubator: Community College, read Christopher Mims' informative overview at: <https://www.wsj.com/articles/big-techs-hot-new-talent-incubator-community-college-1530277200?mod=searchresults&page=1&pos=>

#### **Endnote #17**

- [https://www.wsj.com/articles/how-star-trek-has-helped-me-solve-workplace-dilemmas-1489076273?shareToken=steed857b0787e4cc6aoe31887e367dd24&reflink=article\\_email\\_share](https://www.wsj.com/articles/how-star-trek-has-helped-me-solve-workplace-dilemmas-1489076273?shareToken=steed857b0787e4cc6aoe31887e367dd24&reflink=article_email_share)
- Sci-Phi: Science Fiction as Philosophy in The Great Courses: <https://www.thegreatcourses.com/courses/sci-phi-science-fiction-as-philosophy.html>

#### **Endnote #18**

- For Ethan Zuckerman's perspective on the impact of Social Media: <https://www.technologyreview.com/s/610152/social-networks-are-broken-this-man-wants-to-fix-them/>
- *Want to Feel Happier? Your Phone Can Help (Maybe)* : <https://www.nytimes.com/2018/06/22/style/what-are-the-best-mindfulness-apps.html>

#### **Endnote #19**

- Tech companies should stop pretending that AI won't destroy jobs by Kai-Fu Lee <https://www.technologyreview.com/s/610298/tech-companies-should-stop-pretending-ai-wont-destroy-jobs/>
- <https://www.c-span.org/search/?searchtype=All&query=Artificial+Intelligence>

- ce – Senate hearings on the state of Artificial Intelligence: June, 2018. <https://www.washingtonpost.com/politics/2018/06/12/senate-hearings-on-state-artificial-intelligence-june-2018/>
  - [https://www.brookings.edu/research/how-artificial-intelligence-is-transforming-the-world/?utm\\_campaign=Governance%20Studies&utm\\_source=hs\\_email&utm\\_medium=email&utm\\_content=62352878](https://www.brookings.edu/research/how-artificial-intelligence-is-transforming-the-world/?utm_campaign=Governance%20Studies&utm_source=hs_email&utm_medium=email&utm_content=62352878)
  - Ten breakthrough technologies for 2018: <https://www.technologyreview.com/lists/technologies/2018/>
  - WIRED: *This Call May Be Monitored for Tone and Emotion* [https://www.wired.com/story/this-call-may-be-monitored-for-tone-and-emotion/?mbid=email\\_onsiteshare](https://www.wired.com/story/this-call-may-be-monitored-for-tone-and-emotion/?mbid=email_onsiteshare)
  - <http://www.vrs.org.uk/virtual-reality/what-is-virtual-reality.html> [https://developer.microsoft.com/en-us/windows/mixed-reality/mixed\\_reality](https://developer.microsoft.com/en-us/windows/mixed-reality/mixed_reality)
  - The Natural Side of A.I.* by Ginny Rometty <http://on.wsj.com/2hhVkad>
  - For a thoughtful overview of being human in the age of AI, see Max Tegmark's, *Life 3.0*: <http://amzn.to/2hbtMUW>; [chatbots](#)
  - Quantum computing's players find cheerleaders to sell a fledgling industry: [https://wapo.st/2ldyPmn?tid=ss\\_mail&utm\\_term=.f7e80acc2eb8](https://wapo.st/2ldyPmn?tid=ss_mail&utm_term=.f7e80acc2eb8)
  - Neuroethics: <https://www.youtube.com/watch?v=EoIGKH-kU5k>
  - Neuroaesthetics (effects of the arts on the brain) <http://wapo.st/2fhMG8d>
  - Cryoelectron-imaging: <https://www.nature.com/subjects/cryoelectron-microscopy>
  - For an overview of what's unfolding in biology, you may enjoy this Wall Street Journal review of *She Has Her Mother's Laugh* by Carl Zimmer Other established and evolving innovations
  - For a new series of books on the Internet of Things at Amazon: <http://amzn.to/2hd8lis>
  - Blockchain applications: <https://www.wsj.com/articles/the-blockchain-is-the-internet-of-money-150611942>
  - <http://rooseveltinstitute.org/dont-fear-robots/>
- Endnote #20**
- [www.pbs.org/show/nova/](http://www.pbs.org/show/nova/) Watch NOVA videos on demand, especially The Origami Revolution for an interdisciplinary delight <http://www.pbs.org/wgbh/nova/physics/origami-revolution.html>
  - Stream other full NOVA episodes online, including topics such as space, nature, and physics.  
For National Science Foundation Videos, see: <https://www.youtube.com/channel/UCRuCgmzhczsm89jzPtN2Wuw>
- Endnote #21**
- To encourage your brain plasticity, see this short article: <https://www.medicaldaily.com/brain-plasticity-does-not-decrease-age-filtering-out-irrelevant-details-problem-312300>
  - And to focus your mental capacities and powers further, I offer my Choose Courage series on Amazon, six books at bargain rates, especially if you use Kindle: [Choose Courage: Step Into the Life You Want and Related Handbooks](#)
- Endnote #22**
- For five myths about genius by Eric Weiner <http://wapo.st/7TcJ2>
  - For the story and struggle of the brilliant, but mediocre student, Stephen Hawking's life: <https://www.nytimes.com/2018/03/14/obituaries/stephen-hawking-dead.html>
  - For a way to consider an open view of art, consider what graphic artist Milton Glaser says about how he works and continues to challenge himself at 88. Milton Glaser's designs

for life: <https://www.wsj.com/articles/milton-glasers-designs-for-life-1521217208?mod=searchresults&page=1&pos=1>

- Among older and valuable books related to genius and courage are: *Uncommon Genius* by Denise Shekerjian <https://amzn.to/2KbpFpe> and *Talent Is Overrated: What Really Separates World-Class Performers from Everyone Else* by Geoff Colvin <https://amzn.to/2tAOC2z> *Insights of Genius: Imagery and Creativity in Science and Art* by Arthur I. Miller <https://amzn.to/2tvQaLV>

#### Endnote #23

- For information about Todd Rose, the Center's work, and his book, visit: [www.projectvariability.org](http://www.projectvariability.org)
- For a new theory of human intelligence related to the dynamic interplay of engagement and ability, among competence, capacity, creativity and commitment, in pursuit of personal goals suggested by Scott Barry Kaufman <https://www.youtube.com/watch?v=ih5caeDo6ms>
- For biological aspects related to individuality, you may enjoy this Wall Street Journal review of *She Has Her Mother's Laugh* by Carl Zimmer <https://www.wsj.com/articles/she-has-her-mothers-laugh-review-biologys-strange-new-world-1530233144?mod=searchresults&page=1&pos=1>

#### Endnote #24

- For learning from a range of information related to expectations about work, the influence of the economy and trends, and the middle class, explore the links below related to the future of work and implications, especially for the middle class:
  - [https://www.theatlantic.com/projects/human-capital/ Report on how technology and globalization will affect the future of work.](https://www.theatlantic.com/projects/human-capital/)
  - *Future of Work* by Darrell West [https://www.brookings.edu/wp-content/uploads/2017/08/9780815732938\\_ch1.pdf](https://www.brookings.edu/wp-content/uploads/2017/08/9780815732938_ch1.pdf)

- *Tailspin: The People and Forces behind America's Fifty-year Fall and Those Fighting to Reverse It* by Steven Brill: [https://www.amazon.com/Tailspin-Americas-Fifty-Year-Fall-Fighting/dp/1524731633/ref=sr\\_1\\_3?s=books&ie=UTF8&qid=1527009339&sr=1-3&keywords=Tailspin](https://www.amazon.com/Tailspin-Americas-Fifty-Year-Fall-Fighting/dp/1524731633/ref=sr_1_3?s=books&ie=UTF8&qid=1527009339&sr=1-3&keywords=Tailspin)
- From Brookings Institution: *Seven Reasons to Worry about the Middle-Class* <https://brook.gs/2lBDr62>
- *The Charts that Show How Big Business Is Winning* by David Leonhardt: <https://nyti.ms/2yO69Ky>
- For Andrew Keen's keen books, especially his 2018 one on fixing the future, see [https://www.amazon.com/How-Fix-Future-Andrew-Keen/dp/0802126642#reader\\_Bo1NoSMID](https://www.amazon.com/How-Fix-Future-Andrew-Keen/dp/0802126642#reader_Bo1NoSMID)

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## About Ruth Schimel

**Career & Life Management Consulting Practice:** Ruth may not seem a neatly-defined expert to some people. Her focus is encouraging clients and readers to realize their true capacities for their own and others' benefit. To honor their complexity and variety, she integrates a range of ideas, subjects, and information, including the arts, social sciences, and sciences.

Since 1983, Ruth has consulted with over 2,000 career and life management clients of all ages and backgrounds. Building beyond conventional approaches, she provides extensive original materials, tools, and inspiration. Her tailored guidance elicits clients' uniqueness, while promoting self-sufficiency and progress. Ruth also speaks, trains, and facilitates groups.

The theme of courage that animates her practice reflects the focus of her doctoral dissertation which came unconventionally — through an image. It united her passions, interests, education, skills, and experience,

just as she encourages her clients to do with their lives. From this research, she knows that dealing with a mob in Calcutta or confronting a street thief in Guatemala City was not courageous — probably foolhardy, in fact. But meaning what she says and doing what she means, as Horton the Elephant would say, comes closer to the spirit of her new, 21st-century definition of courage accessible to most people: *a process that involves the willingness to realize your true capacities by going through discomfort, fear, anxiety, or suffering and taking wholehearted, responsible action.*

**Author:** Since 2013, Ruth has published six books, starting with *Choose Courage: Step Into the Life You Want*. Subsequent related handbooks include themes of success and relationships. Her books are available through [www.amazon.com](http://www.amazon.com) under her name. Articles written for YourTango have been syndicated in several magazines such as *Prevention* and *PsychCentral*.

**Foundation and Nonprofit Work:** In 1998, Ruth developed with her mother and now leads and manages The Schimel Lode, a nontraditional foundation to promote collaboration and innovation for the public good in the Washington, D.C. area. The website is [www.TheSchimelLode.net](http://www.TheSchimelLode.net).

**Management Consulting and University Teaching:** Ruth continues as a management consultant for organizations. Previously, she taught a range of human resource and related subjects in the business schools at Georgetown and American Universities and for continuing education students at George Washington. She was an associate professor at Marymount University in the human resources master's program.

**Diplomacy:** As a diplomat, Ruth served at embassies in Ecuador and Guatemala, and as chief of the consular section in Calcutta, India. At

the Department of State, she managed human resources and selection boards, analyzed research and intelligence, and worked on desks for Latin America countries. She continues to speak Spanish.

**Education:** Ruth's degrees are:

Ph.D. in public management, workforce development, and gerontology, George Washington University (GWU): Dissertation topic: *Becoming Courageous: A Search for Process*

M.A. in behavioral science, government, and personnel, GWU

B.S. in industrial and labor relations, Cornell University

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