

THE NEW RULES OF WORK

People in previous generations tended to pick one professional path and stick to it. Switching companies every few years wasn't the norm, and changing careers was even rarer. Today's career trajectories aren't so scripted and linear. Technology has given rise to new positions that never before existed, which means we are choosing from a much broader set of career options—and have even more opportunities to find work that lights us up. However, we don't discover and apply for jobs the same way anymore, and employers don't find applicants the way they used to. Isn't it about time we had a playbook for navigating it all? Kathryn Minshew and Alexandra Cavoulacos, founders of the popular career website TheMuse.com, offer the definitive guide to the modern workplace. Through quick exercises and structured tips.



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In this definitive guide to the ever-changing modern workplace, Kathryn Minshew and Alexandra Cavoulacos, the co-founders of popular career website [TheMuse.com](https://www.themuse.com), show how to play the game by the New Rules. The Muse is known for sharp, relevant, and get-to-the-point advice on how to figure out exactly what your values and your skills are and how they best play out in the marketplace. Now Kathryn and Alex have gathered all of that advice and more in The New Rules of Work. Through quick exercises and structured tips, the authors will guide you as you sort through your countless options; communicate who you are and why you are valuable; and stand out from the crowd. The New Rules of Work shows how to choose a perfect career path, land the best job, and wake up feeling excited to go to work every day-- whether you are starting out in your career, looking to move ahead, navigating a mid-career shift, or anywhere in between." With this book you will learn:

The New Rules for finding the right path: Sift through, and narrow today's ever-growing menu of job and career options, using the simple step-by-step Muse Method.

The New Rules for landing the perfect job: Build your personal brand, and communicate exactly how you can contribute and why your experience is valuable in a way that is sure to get the attention of your dream employer. Then ace every step of the interview process, from getting a foot in the door to negotiating your offer.

The New Rules for growing and advancing in your career: Mastering first impressions, the art of communication, networking, managing up and other "soft" skills – and make it obvious that whatever level you're at, you're ready to get ahead.



Alexandra Cavoulacos is the Founder & COO of The Muse. Alex was named one of INC's 15 Women to Watch in Tech and Forbes 30 under 30 and is a frequent speaker who has appeared on WNYC and at SXSW. Prior to founding The Muse, Alex was a management consultant at McKinsey & Company. She graduated from Yale University and is an alumna of Y Combinator in Silicon Valley.

Kathryn Minshew is the Founder & CEO of The Muse. Kathryn has spoken at MIT and Harvard, has appeared on The TODAY Show and CNN, and was named one of Forbes' 30 under 30. Before founding The Muse, Kathryn worked with the Clinton Health Access Initiative, was a consultant at McKinsey & Company.



Whether you are starting out in your career, looking to advance, navigating a mid-career shift, or anywhere in between, this is the book you need to thrive in the New World of Work.

Throughout the book we can find top line advice to help modern job seekers in today's evolving candidate marketplace. She emphasizes the importance of implementing new approaches to the following five areas:

Build your personal brand. When used strategically, a strong personal brand is the perfect vehicle to help job seekers connect with employers and establish themselves as experts in their line of work. "Brands are no longer just for products – people need brands to show hiring managers who they are and what they know," Minshew says. She advises crafting three or four descriptors that best illustrate your personal brand, and then using those to draft a branding statement.

Embrace nuanced networking. In the past, networking was reserved for in-person conferences and events – think handing out 10 business cards to the first 10 people you meet. The modern networking is fortunately much more nuanced and targeted than this, due to social media. While huge professional conventions are still one way to meet people, smart networkers know that it's more about quality than quantity of contacts.

"Smaller and less-formal gatherings like dinner parties are a great way to form true connections, as is participating in chats on Facebook or Twitter. So, it is important to joining discussion threads (or starting your own) on LinkedIn is another good choice for identifying people who share your industry interests. Once you've made a connection, don't forget to follow up. 'The New Rules of Work' suggests sending [a follow-up] within 24 hours – and if it makes sense, connecting on LinkedIn or Twitter, as well."

Find job openings. The days are over of combing through classifieds or job boards looking for any opportunity that seems roughly related to the type of role you want. "It's no longer efficient today to apply blindly to listings you find on the web, since there are much more effective tools available to help match candidates with positions that truly fit, The book suggests these strategies:

- Keeping close tabs on the companies on your wish list through networking and online resources
- Asking a specific person in your network for an introduction or referral
- Conducting an optimized job search online using search alerts and niche sites for specific industries
- Using your social media network to identify opportunities by following companies you love and people who work there.

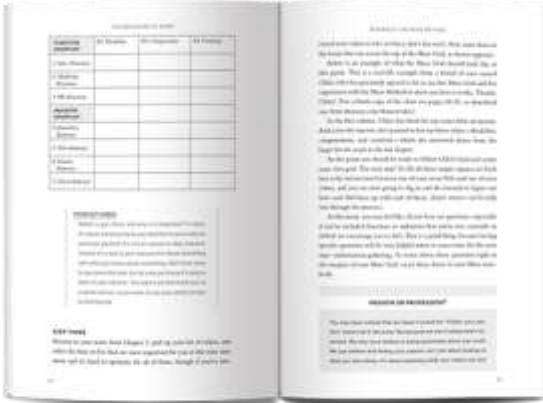


Craft your application. Yesterday's application process was in many ways more personal than what job seekers face today. The book emphasizes that the "old rule" of applying for jobs often meant there was no choice but to find ways to connect with employers face-to-face, perhaps in the lobby of a corporate office.

Now when you apply online, you may feel like you're sending your resume off to a black hole rather than a real person. In the digital age, the basics of creating a compelling cover letter and materials that are customized to each employer still count, such as never just copying and pasting from a previous submission! But it also helps to get referred through your network to avoid sending in submissions blindly through the applicant tracking systems that many companies use."

Ace your interviews. If you've tried to get a job lately, then you know you have to be prepared for much more than a formulaic meet-and-greet when you interview for a position. Today's interviewees might find themselves involved in a video conference, Skype call or other technology-fueled meeting. You might also be assessed through more challenging methods than simply answering typical interview questions, so that recruiters and hiring managers get a real-world look at how you think and might perform on the job. "While you should be prepared to answer standard questions about your professional background, it helps to think about how you might respond if asked 'behavioral questions' as well, such as, 'Tell me about a time you made a major mistake at work and how you handled it.'"

This book it is divided in three parts:



PART ONE: WHAT DO ACTUALLY WANT

Uncover your strengths and skills, discover a world of exciting job options, and use that knowledge to start building a career path that'll truly fulfill you. There you can get some *Templates for finding a meaningful career*

1. A Success Contract With Yourself. Stay accountable to yourself and what you're trying to accomplish by writing it down and committing.
2. Self- Evaluation: Your Career Values. Gaining a clear understanding of what kind of job will be fulfilling is crucial. Evaluate and reflect on where you're at with this worksheet.

MAKE A CONTRACT WITH YOUR SHELF

When you write down exactly what you're trying to accomplish and make it visible, you are making yourself more accountable to you—to your goals, your dreams, your passions. At The Muse, we are big believers in reminders that help us stay aware of our actions, our behaviors, and our attitudes, and whether they are moving us closer to our goals—in this case, to find a job, change careers, or grow personally and professionally.

So let's first agree to leave behind those usual excuses—I'm too busy, I'm just getting over a cold/flu/hangover, it's a bad time at work, etc. Taking control of your future is hard (though rewarding) work and you will always have a ready excuse to put it off until tomorrow (and then the next tomorrow and the next tomorrow). And if it's not excuses that are holding you back, but fear of getting started, try to set that aside for a bit as you work through this book. (We'll give you some tips on exactly how to do that, later on.) The career coaches we work with at The Muse often share with us how impressed they are by the investments that people make in their own careers. They understand that when someone signs up for thirty- or sixty-minute coaching session, they have already demonstrated a concrete kind of commitment to their own growth—personal and professional. But not everyone needs a coach. In fact, we want this book to offer you much of what you might gain from working one-on-one with a coach. Either way, the big takeaway for you is this: identifying your passion and purpose means stepping up to the plate and truly taking responsibility for your own career path.

One way to formalize this commitment to yourself is by creating a contract. Take five minutes right now to think about why you picked up *The New Rules of Work*. What do you hope to come away with from reading these pages and where do you hope to be at the end of this process?

Now we invite you, at the start of this journey, to write your own contract and print it out. Post it in an easily visible location (on your night table, taped to the bathroom mirror or on the refrigerator). It might feel a little cheesy, but having a constant visual reminder of your motivation is a powerful force for change. And identifying the challenges you might face—anything from obligations with family and friends to your own fear of making a career shift—up front will make sure you think ahead of time about exactly how to address them.

Here is a sample template you can follow:

MY CONTRACT

As I read *The New Rules of Work*, I hope to learn more about _____ and _____. Some challenges I may face: _____. To deal with these challenges I plan to _____. I commit to putting time aside for myself, because I want to achieve my goal of _____ and I deserve the care and commitment I am putting toward my career.

My signature: _____

Date: _____

WHO ARE YOU NOW?

Of course, it's hard to shake off the urge to try to determine your life as soon as you graduate from college. We get it, because we've been there. Take Kathryn, for example. After majoring in international relations and French, she always dreamed that she would end up in foreign service or become a diplomat. Her interest in travel, her love of languages, and her natural inclination to jump in and solve problems seemed to fit exactly with the career she had imagined for herself. Yet a few weeks into what had seemed like a dream position working at the US embassy in Cyprus, Kathryn felt that interest wane. The problems her team was tackling were important, but solutions moved the needle by inches and progress could sometimes take years, requiring unbelievable patience. When colleagues noticed her penchant for offering to roll up her sleeves and get to work right away, they would laugh and suggest she consider a different field where she could make an impact more quickly. Kathryn's expectations ran smack into the realities of working in the foreign service, and she suddenly realized it might not be such a solid long-term fit after all.

It was as if a tether to her mental image of career satisfaction had been severed, and she was totally adrift. "It was incredibly frustrating," she remembers. "I thought I had it all figured out, and suddenly I realized that I didn't know what I was doing for the next year, let alone for the rest of my life. I'd invested so much in a career path I was about to walk away from. It's funny to look back and remember how much I was worried I'd "wasted" that time. But now I realize that those years were anything but. They were useful—time to test myself—and I'm not sure I'd be where I am today without them."

Alex had a similar experience. Growing up in France, a country where your high school choices still guide much of your career opportunity, she was forced to pick a direction at the age of fifteen. Between the sciences, literature, and economics, she picked the sciences. She was good at them, and they were valued highly in the French education system. Two years later, she again had to choose, this time between math, physics, and biology for her senior-year specialization. Alex chose biology and started learning about genetics by mating strains of fruit flies. She applied to college in the United States and moved across the Atlantic to start her studies where she declared a major of molecular, cellular, and developmental biology (a fancy term for genetics). But after many long hours spent toiling in the lab her freshman year, Alex realized that as much as she loved learning about genetics, she didn't enjoy the day-to-day lab work that would be a big part of her job if she continued down this road. Genetics was an interest, yes, but not the right career for her. Facing this fact was hard, but it was also a pivotal moment that forced Alex to question her assumptions and embark on a journey of exploration and learning that brought her to the consulting company where she met Kathryn. Without these two diverging paths and the twists and turns we took, The Muse might never have come to be.

The point is: often what we think we want in our heads is actually very different from what we can learn we want in the day-to-day experience of actually living our careers. So even if you think you have your dream career all figured out, it's really important to go through the steps outlined in the next few chapters. The goal is to dig deep enough to have a clear understanding of what kind of job or career will make you truly happy.

What's different about today's rules are that they are all premised on your having a much keener, more concrete, and more nuanced understanding of your values, interests, and motivations. This requires not only understanding what you enjoy and what you're good at, but also how these interests and skills stack up against other important personal priorities. How much money do you need to live comfortably? How much flexibility do you want in your weekly schedule? How important is your job title, the name of your company, the size of your office? What kind of impact do you want to have on the world? We're going to help you zero in on all of these variables so that you can not only succeed at defining your path, but enjoy getting to know yourself a bit better in the process!

Knowing yourself in this way is a huge part of finding the right job, by which we mean, the right job for you, right now. So in this chapter we'll address the first of what we call the Three R's: Reflect. And by the time you complete the exercises and steps in this chapter, you will feel much more confident in your understanding of what you are looking for in a career or job. Even if you have absolutely no idea what you want to do with your life, these tools can help point you in the right direction. Of course, if you've picked up this book already knowing who you are and what kind of job you are looking for, that's fine, too. You will still benefit from the exercises, as the reflection will only serve to underscore your confidence and sharpen your drive. *Wherever you are, we're here to take you forward.*

It's time to develop a special kind of self-awareness: you are going to come to know yourself in an introspective yet objective way. We are big believers in looking inward before you can expect to create the outward success you aspire to.

To start figuring out what you want in a job or in life, it helps to start by reflecting on who you are today. One of the early steps of this process is being brutally honest with how you are feeling (frazzled and fearful, confident and competent, muddled but also excited?) and where you are (in a current job that you despise, in a current job that's fine but not quite right, out of a job, living with your parents and unable to pay rent on your own place, in between a rock and a hard place?). You're going to ask yourself a couple of hard questions, but trust us, it'll be worth it.

QUESTION 1: WHAT DO YOU VALUE?

Back in the 1970s, a few social scientists came up with a way for people to deepen their understanding of themselves by "clarifying their values." You can probably hear a bit of that seventies vibe in the language alone. But they were on to something: clarifying our values really helps when we are trying to figure out what we want in our lives.

In the context of creating a successful career plan, the word *values* refers to what in your work provides you with meaning and purpose. That might be a deep sense of creativity, or it

might be making a positive contribution to society. In many ways, your values are more important than the type of work you're actually doing; in fact, numerous studies have shown that most people who pursue work that aligns with their values feel more satisfied *and* successful in their careers.

When it comes to charting a professional path, clarifying our own values can feel confusing. There are so many outside voices and perspectives that can clutter this very personal process: parents' expectations and advice, friends' choices, society's collective ideas about the "right" path. It's time to shut all those out. Remember, we're talking about *your* life—and *your* values—not your well-meaning mom's or dad's, not your favorite professor's, not your brilliant roommate's. They're yours, and yours alone.

The following exercise can help. We've created a list of personal values that often accompany work life; assign each value a number from 1 to 4.

- 1: Absolutely essential to me
- 2: Desirable, but not essential
- 3: Of neutral value—neither important nor unimportant to me
- 4: Not of value to me, I would prefer to avoid

Don't worry about spreading the numbers out evenly among the different categories—this isn't an exact science—but do try to keep the number of 1's to around three (which will help you with an exercise we'll walk you through later on!). Most important, though, just be honest and candid with yourself.

MISSION AND IMPACT

- Social change:** I want to make a contribution to society at large.
- Service:** I want to be directly involved in helping individuals.
- Influence:** I want my work to shape and influence the thinking of others.
- Decision making:** I want to have a meaningful role in deciding direction and policy in my field.
- Ethics:** I want my work to connect directly with my own principles and morals.
- Community:** I want my work to be of direct benefit to the community in which I live.

SOCIAL INTERACTION, COLLABORATION, AND TEAMWORK

- Sociability:** I want to engage regularly with people as part of my daily work.
- Solitude:** I want to work alone or mostly alone, without substantial engagement with others.
- Teamwork:** I want to work as part of a collaborative team on projects and assignments.
- Management:** I want to lead and directly supervise the work of others.
- Autonomy:** I want to work independently with minimal direction or supervision.

ROUTINE

- Deadlines:** I want to work under time-sensitive conditions, where there is pressure to deliver.
- Variation:** I want my tasks and responsibilities to vary regularly.
- Consistency:** I want a routine of tasks and responsibilities that remains largely the same.
- Detail:** I want to engage in work where attention to detail, precision, and/or accuracy matter a great deal.
- Flexibility:** I want the ability to influence my schedule in a way that works for me.
- Travel:** I want to travel regularly for work, experiencing new places

REWARD

___ **Acknowledgment:** I want to receive public acknowledgment for my professional accomplishments.

___ **Compensation:** I want my work to deliver significant financial reward.

___ **Security:** I want a position and a salary that are likely to remain secure.

___ **Prestige:** I want to work in a role or at a company that is valued by others.

CHALLENGE AND EXPRESSION

___ **Expertise:** I want to work hard toward expertise and mastery in my field.

___ **Creativity:** I want my work to have a strong element of creativity.

___ **Competition:** I want to work in an environment where my skills are tested against the skills of others.

___ **Risk-taking:** I want to experience a sense of risk and adventure in my work.

___ **Thrill:** I want my work to be exciting on a regular basis.

___ **Physical engagement:** I want my work to involve being physically active and using physical skills.

Take all the values you've ranked as 1, or essential, and list them:

These are the values that are most significant to you at this stage of your career. We say “at this stage” because our values don’t remain static throughout our lives. When we are in our twenties, things like glamour and thrill, a company’s mission, and opportunity for creative expression might be of the utmost importance. As we get older and maybe have a partner or children, security, flexibility, compensation, and a company’s culture might become more critical. Remember that it’s totally okay and normal for your priorities and preferences to change over time, so it can be helpful to revisit this exercise every two to five years to make sure your current path aligns with who you will have become.

QUESTION 2: WHAT’S YOUR CURRENT FRAME OF MIND?

When people sign up at The Muse, they are usually looking for something specific, whether it’s a job, contacts, opportunities, or advice. Musers are often at some turning point in their lives and are in the midst of a bit of soul-searching. From speaking to them, we’ve found that in addition to taking stock of who you are from a personality perspective, it’s also really helpful to know how you are feeling. Forgive the mini-therapy, and just hang with us for a few minutes as you respond to the following questions that are meant to tease out your frame of mind and take your emotional temperature:

1. On a scale of 1 (low) to 5 (high), how would you rate your confidence level? Perhaps you feel confident about some parts of your life or self and less confident about others. Feel free to give yourself multiple scores for a couple of different areas of your life.
2. How do you feel today? Use three adjectives to describe how you feel physically, emotionally, or spiritually.
3. What was the last thing you did or accomplished that made you feel proud of yourself? This can be as simple or profound as you’d like. Maybe you helped bring on a new client last week. Maybe you showed up for your best friend or your grandmother. Maybe you sent out three résumés. These are all actions that one can be proud of. Don’t judge yourself. Simply write down what comes to mind.
4. When did this event/achievement occur? Was it yesterday? Last week? Last month? Or years ago?
5. Do you feel the urge to change some aspect of your life? Your job? Yourself? Obviously, this is a big question that you can answer in many different ways. For your purposes right now at the beginning of this process, keep your response simple and choose one thing you wish to change. Be specific.

PART TWO: MAKING YOUR MOVE

Get the experience you need for your dream position, then learn what hiring managers are really looking for to stand out from all other applicants.



But finding meaning in our work isn't the only challenge. The task of finding a job has changed as well. Gone are the days when your career trajectory was clearly laid out in front of you. Career paths are now custom-crafted, not blindly followed. But while a whole world of possibilities is exciting, it certainly adds complexity to the traditional job hunt.

As Alexandra and Kathryn note, in today's world, "the professional aspirations of most people don't fit cleanly in a search bar." In essence, the very way we look for jobs is changing from job search to job discovery. We're no longer simply searching for openings. Now, building a brand, networking, and seeking expert advice for crafting applications and acing interviews is just par for the course.

Templates for career exploration and job applications

Use these templates to explore careers, manage your job search, and excel at your interviews.

1. [Functions & Industries to Consider](#)—What jobs are out there? Use this list of functions and industries to get the ball rolling on your brainstorming. Check off your areas of interest and then use the grid template below.
2. [The Muse Grid for Career Exploration](#)— Figuring out what you want to do can be tough. The Muse has created a helpful framework for exploring career options by industry and by function.
3. [Job Application Tracking Worksheet](#)—When you're applying for a lot of jobs at once, things can get out of hand. Keep track of all your applications with this useful worksheet.
4. [Pre-Interview Cheat Sheet](#)—Before an interview, you've got to do your homework. Keep all the things you need to nail it in one place.
5. [In-Person Interview Checklist](#)—On-site interviews can be nerve-racking. Use this checklist to make sure you're prepared for anything.

FUNCTIONS AND INDUSTRIES

1. Academics & Teaching
2. Administrative & Support
3. Business & Strategy
4. Consulting & Advising
5. Creative & Design
6. Customer Service
7. Data Analytics & Data Science
8. Editorial
9. Education
10. Engineering (Software, Mechanical, Electrical, etc.)
11. Entrepreneurship & Innovation
12. Finance & Accounting
13. Fundraising & Development
14. General Management
15. Healthcare & Medical Practice
16. HR & Recruiting
17. IT
18. Legal
19. Marketing or Advertising
20. Operations
21. PR
22. Product & Project Management
23. Sales (Corporate, Retail)
24. Science/R&D
25. Social Media & Community



INDUSTRIES

- 26. Advertising & Agencies
- 27. Architecture & Design
- 28. Arts & Music
- 29. Client Services & Consulting
- 30. Consumer
- 31. Education (K-12, Higher Ed)
- 32. Energy & Natural Resources
- 33. Entertainment & Gaming
- 34. Fashion & Beauty
- 35. Finance
- 36. Food & Beverage
- 37. Government & Policy
- 38. Healthcare
- 39. Journalism
- 40. Law
- 41. Law Enforcement & Security
- 42. Manufacturing & Industrials
- 43. Media & Publishing
- 44. Military
- 45. Nonprofit and/or Social Good
- 46. Pharma & Biotech
- 47. Real Estate
- 48. Social Media
- 49. Staffing & Recruiting
- 50. Tech
- 51. Telecommunications
- 52. Travel & Hospitality
- 53. Transportation & Logistics

Now that you've circled the areas of interest, your next step is to come up with seven F&Is to put into your Muse Grid. Each of the seven can be a function or an industry—it's best to have a mix, but it's okay if the list isn't perfectly balanced. Obviously, you should pick the items that are most compelling or provoke the most curiosity. You may have to rely on your gut a little bit here, and that's okay. It's all part of the process.

Again, you should also feel free to add any F or I to our list, or to rephrase or narrow an F or I that's on there—say, to narrow “Nonprofit” to “Global health nonprofit”—especially if you know specifically what you want to research. This is supposed to be an exploratory phase, so in general we recommend not getting too narrow too fast! But it's your grid, so the most important thing is to set it up in a way that's most useful to you.

If you have more than seven options at this point, we suggest going back through your master list and eliminating the ones you're least excited about. You can keep these “B-listers” on the sidelines for now—if you find yourself wishing you hadn't crossed one of them off, you can always bring it back later.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

THE MUSE GRID

FUNCTION SHORT LIST	<i>Value 1</i>	<i>Value 2</i>	<i>Value 3</i>
1.			
2.			
3.			
INDUSTRY SHORTLIST	<i>Value 1</i>	<i>Value 2</i>	<i>Value 3</i>
4.			
5.			
6.			
7.			

JOB TRACKING WORKSHEET

NAME OF COMPANY	POSITION	CONTACT	DETAILS ABOUT THE COMPANY, POSITION	APPLICATION AND RESUME NOTES	MY CONTACTS AT THE COMPANY	INTEREST LEVEL (1 TO 5)	STATUS / NEXT STEPS

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INTERVIEW CHEAT SHEET

We know we covered a lot in this chapter. So here's a cheat sheet summing up all the things you need to prepare before you go in and nail those interviews! (For a printable version visit [themuse.com/thenewrules.](https://themuse.com/thenewrules/))

Company:

Position:

Date:

Time:

Place:

Who I'm meeting with:

WHAT I LOVE ABOUT THE POSITION

The (specific) things about this company and position that make it a great fit for me

- 1.
- 2.
- 3.

WHAT SKILLS I BRING TO THE POSITION

The key skills and experiences that make me perfect for this job

- 1.
- 2.
- 3.

CHALLENGES TO ADDRESS

Questions the interviewer might have about my background, and how I'm going to tackle them

- 1.
- 2.
- 3.

ACCOMPLISHMENTS TO HIGHLIGHT

My specific projects and achievements that relate to this job and highlight my skills

- 1.
- 2.
- 3.

QUESTIONS TO ASK

Things I don't know about the job or company, but want to ask during the interview

- 1.
- 2.
- 3.

NOT TO FORGET

Contacts I have at the company, fun facts about my background, or anything else to mention!

- 1.
- 2.
- 3.

POST-INTERVIEW NOTES

- 1.
- 2.
- 3.

FOLLOW-UP NEEDED

- 1.
- 2.
- 3.

SEND THANK-YOU NOTES TO

- 1.
- 2.
- 3.

WHAT I LOVED

- 1.
- 2.
- 3.

WHAT I DIDN'T LOVE/ POTENTIAL RED FLAGS

- 1.
- 2.
- 3.

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IN-PERSON INTERVIEW CHECK LIST

Directions to where I'm going (don't always count on GPS)

- Cash (for parking, gas, transportation, emergencies)
- Three or more copies of my resume * Work samples or portfolio
- A notepad and pen
- A list of references
- My Interview Cheat Sheet (duh)
- Business cards (if you have them)
- My phone (charged and turned off)
- A granola bar or other snack (to avoid getting hangry right before game time)

PHONE OR SKYPE INTERVIEW CHECKLIST

- Time has been verified (taking into account time zones) as well as phone number, and who will call whom
- Equipment is working properly and ready to go (including a fully charged phone)
- Desktop (both literal and virtual) is cleared of mess and distractions, and notes are on hand (but out of sight in the case of a Skype interview)
- An appropriate professional outfit is selected and crisply ironed

EMERGENCY KIT (BECAUSE, HEY, YOU JUST NEVER KNOW)

- Tissues
- Brush or comb
- Umbrella
- Phone charger
- Stain remover
- Advil
- Band-Aids



PART THREE: CHARTING YOUR COURSE THROUGH THE MODERN WORKPLACE

Charting your course through the modern workplace

Keep moving up with tips for communication, interpersonal skills, productivity, and other on-the-job tips your boss never teaches you.

Even once you've discovered your calling and gotten your foot in the door, the game is far from over. You have to succeed at your current gig and keep an eye on what's next.

Succeeding on the job in today's world isn't just about being functionally excellent. Communication, interpersonal skills, and productivity are becoming more important than ever. Teams are becoming more virtual, and new technologies are taking over, creating more opportunities for miscommunication and intent gone awry. And in an always-on world, it can sometimes feel like we should always be working. Maintaining productivity and making the most of our time is another challenge in this new world.

Then, there's the matter of figuring out how to get to the next level. As Alexandra and Kathryn put it, you aren't climbing a predetermined ladder, you're building your own path. In today's new world, your career is what you make it—how you chart your course is up to you. This means you are in charge of improving your skills and making the next moves. No one is going to advance your career for you.

- **The Famous 1-3-5 To-Do List**—Want to get more done? Managing your to-do list is key. Try breaking it down by focusing on 1 big thing, 3 medium things, and 5 little things you can do today.
- **"Job Skills I Need" Tracker**—Keep a running list of the skills you want or need to acquire in order to step it up.
- **Job Skills Priority List**— Looking to improve your skills? Figure out your priorities by identifying which skills can immediately impact your current job and which skills you need for the next level.



1-3-5 TO-DO LIST

TODAY

I WILL ACCOMPLISH...

1 BIG THING

3 MEDIUM THINGS

5 LITTLE THINGS

SKILLS NEEDED

As you research the skills you want or need to acquire in order to take advantage of new opportunities—by looking back at your Muse Grid, by browsing job listings of roles you think you might want in the future, and by talking to people at networking events and perusing the LinkedIn profiles of people in your network whose jobs you aspire to—keep a running list in the space below.

Don't worry, you aren't going to tackle them all at once—more on that in a minute.

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PRIORITIES LIST

Now take a few minutes to prioritize, thinking both about a realistic time frame to learn that particular skill and whether it's a short- or long-term goal. Some will fall into the "now" category— these are skills that can immediately impact your ability to do your current job. Some may fall into the two- to three-year category, which would be skills that prepare you to move up to the next level. And some may fall into the long-term, four- to six-year category. Then, in the right-hand column, jot down your best estimate of how long you think it will take to achieve the level of proficiency you want.

By prioritizing the skills you need, you'll know what to tackle first and what to keep on your radar as you consider professional development opportunities in the future.

NOW

2 TO 3 YEARS

4 TO 6 YEARS

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