

參考資料

前言 為職涯規劃開啟新視角

- 7 全世界估計有十億人轉換跑道：This is the authors' estimate.

Roughly 3.4 billion people were employed worldwide in 2022. Einar H. Dyvik, "Number of Employees Worldwide 1991–2023," Statista, Nov. 1, 2023, <https://www.statista.com/statistics/1258612/global-employment-figures/>, accessed Jan. 23, 2024. Each year, roughly 30 percent of the US workforce changes jobs. Rakesh Kochhar, Kim Parker, and Ruth Igielnik, "Majority of U.S. Workers Changing Jobs Are Seeing Real Wage Gains," Pew Research Center, July 28, 2022, <https://www.pewresearch.org/social-trends/2022/07/28/majority-of-u-s-workers-changing-jobs-are-seeing-real-wage-gains/>.

Although many job markets are less dynamic than that of the United States, a percentage less than 30 percent would still yield close to 1 billion people. In Europe, for example, 18 percent changed employers in 2020, which means many more individuals actually changed jobs, as some of these individuals undoubtedly changed jobs but stayed with their current employer. Given that 2020 saw fewer job changes because of COVID further suggests that our rough calculation is reasonable. See also: Maria Gourtsilidou, "How Often Europeans Change Employer and for Which Reasons," CEO Advisory, June 1, 2021, <https://ceoworld.biz/2021/06/01/how-often-europeans-change-employer-and-for-which-reasons/#:~:text=According%20to%20data%2C%2018%25%20of,to%20achieve%20better%20career%20progression.>

Also see: Katharina Buchholz, "Where People Stick with Their Jobs," Statista, Dec. 7, 2020, <https://www.statista.com/chart/20571/average-time-spend-with-one-employer-in-selected-occd-countries/>.

- 8 美國史上最高的離職率：Greg Iacurci, "2022 Was the 'Real Year of the Great Resignation,' Says Economist," CNBC.com, Feb. 1, 2023, <https://www.cnbc.com/2023/02/01/why-2022-was-the-real-year-of-the-great-resignation.html#:~:text=About%2050.5%20million%20people%20quit,to%20leave%20the%20workforce%20altogether.>
- 8 陷入了「在職躺平」："The majority [59%] of the world's employees are quiet quitting"—disengaging from work. "They don't know what to do or why it matters. They also don't have any supportive bonds with their coworkers, boss or their organization." "State of the Global Workforce 2023 Report: The Voice of the World's Employees," Gallup, p. 4.

To be clear, some have artfully pushed back on the notion that quiet quitting is the correct phrase to describe what many employees are doing when they scale back their work. See Jim Detert, "Let's Call Quiet Quitting What It Often Is: Calibrated Contributing," *MIT Sloan Management Review*, Jan. 9, 2023, <https://sloanreview.mit.edu/article/lets-call-quiet-quitting-what-it-often-is-calibrated-contributing/>. We will return to this notion of calibrated contributing, in spirit although not in terminology, when we introduce the pushes and pulls in Chapter Two.

- 9 被不滿足的漩渦所困住的人：For more advice for those who are “career piloting” through challenge, uncertainty, and discomfort—rather than climbing a clear and comfortable ladder—see chap. 4 of Jay Conger and Allan Church, *The High Potential's Advantage: Get Noticed, Impress Your Bosses, and Become a Top Leader* (Boston: Harvard Business Review Press, 2017); see also Whitney Johnson, *Disrupt Yourself, With a New Introduction: Master Relentless Change and Speed Up Your Learning Curve* (Boston: Harvard Business Review Press, 2019) and Todd Rose, *Dark Horse: Achieving Success Through the Pursuit of Fulfillment* (San Francisco: HarperOne, 2018).
- 9 尋找新工作：“Fifty-one percent of currently employed workers said they are watching for or actively seeking a new job,” Gallup, p. 7.
- 9 每年有百分之三十的工作者轉換跑道：Kochhar, Parker, and Igielnik, “Majority of U.S. Workers Changing Jobs Are Seeing Real Wage Gains.”
- 9 每 4.1 年換一次工作：“Employee Tenure Summary,” U.S. Bureau of Labor Statistics, Sept. 22, 2022, <https://www.bls.gov/news.release/tenure.nr0.htm>.
- 10 要在哪裡工作：Labor force participation has declined significantly in the United States compared to prior decades, which is making talent that much scarcer. Labor Force Participation Rate (CIVPART), FRED Economic Data, St. Louis Fed, <https://fred.stlouisfed.org/series/CIVPART>, accessed July 5, 2023.
- 10 ：Yannick Binvel, Michael Franzino, Jean-Marc Laouchez, and Werner Penk, “The Global Talent Crunch,” Korn Ferry, 2018, <https://www.kornferry.com/content/dam/kornferry/docs/pdfs/KF-Future-of-Work-Talent-Crunch-Report.pdf>.
- 10 無業人口的比例：The number of unemployed individuals doesn’t include those who are out of the labor force and not actively searching for work.
- 10 對應一位失業者：“Number of Unemployed Persons per Job Open-ing, Seasonally Adjusted,” U.S. Bureau of Labor Statistics, <https://www.bls.gov/charts/job-openings-and-labor-turnover/unemp-per-job-opening.htm>.
- 10 人工智慧與機器人方面的投入：Among the many research studies ongoing on how technology, artificial intelligence, and robots are likely to change the nature of work, see: Fabrizio Dell’Acqua et al., “Navigating the Jagged Techno-logical Frontier: Field Experimental Evidence of the Effects of AI on Knowledge Worker Productivity and Quality,” Harvard Business School Technology & Operations Mgt. Unit Working Paper, 24–013 (2023); Katherine Kellogg, Melissa Valentine, and Angèle Christin, “Algorithms at Work: The New Contested Terrain of Control,” *Academy of Management Annals* 14, no. 1 (2020): 366–410; Lindsey Cameron, “The Making of the ‘Good Bad’ Job: How Algorithmic Management Manufactures Consent Through Constant and Confined Choices,” *Administrative Science Quarterly* (forthcoming 2024); Paul Leonardi and Tsedal Neeley, *The Digital Mindset: What It Really Takes to Thrive in the Age of Data, Algorithms, and AI* (Boston: Harvard Business Review Press, 2022); and work by William Kerr, Raffaella Sadun, and Joseph Fuller at the Managing the Future of Work project at Harvard Business

- School (<https://www.hbs.edu/managing-the-future-of-work/>).
- 10 「可能被自動化取代」：James Manyika and Kevin Sneider, “AI, Auto-mation, and the Future of Work: Ten Things to Solve for,” McKinsey Global Institute, June 1, 2018, <https://www.mckinsey.com/featured-insights/future-of-work/ai-automation-and-the-future-of-work-ten-things-to-solve-for>.
- 11 人工智慧有多強大：Krystal Hu, “ChatGPT Sets Record for Fastest-Growing User Base—Analyst Note,” Reuters, February 2, 2023, <https://www.reuters.com/technology/chatgpt-sets-record-fastest-growing-user-base-analyst-note-2023-02-01/>.
- 11 「進步」對自己的意義：Just as individuals are trying to adapt to and get ahead of change, so too are companies. For a review of how organizations are continuously innovating in the face of change, such as through making smarter use of their talent, see Ikujiro Nonaka and Hirotaka Takeuchi, *The Wise Company: How Companies Create Continuous Innovation* (Oxford: Oxford University Press, 2019) and Howard Yu, *Leap: How to Thrive in a World Where Everything Can Be Copied* (New York: PublicAffairs, 2018).
- 11 由別人定義的「線性晉升」：Some have talked about a “lattice” structure to careers, as opposed to the “ladder” structure mentioned in the prior paragraph. For more on this topic, see Cathy Benko, Molly Anderson, and Suzanne Vickberg, “The Corporate Lattice: A Strategic Response to the Changing World of Work,” *Deloitte Review* 8 (2011): 91–107.
- 11 其他的需求與渴望：Scholars and practitioners are increasingly advocating this broader approach to increase happiness and reduce burnout. See, for example, Christina Wallace, *The Portfolio Life: How to Future-Proof Your Career, Avoid Burnout, and Build a Life Bigger Than Your Business Card* (New York: Balance, 2024) and Arthur Brooks and Oprah Winfrey, *Build the Life You Want: The Art and Science of Getting Happier* (London: Portfolio, 2023). For tips on how to restore your physical and mental well-being at work, see Elaine Chin, *Welcome Back! How to Reboot Your Physical and Mental Well-Being for a Post-Pandemic World* (Toronto: Sutherland House, 2021).
- 11 做更有意義的工作：Put differently, individuals are looking for organizations whose purposes align with their own individual senses of purpose given their pushes and pulls. For more information on how to align individual and organizational purpose, see Ranjay Gulati, *Deep Purpose: The Heart and Soul of High-Performance Companies* (New York: Harper Business, 2022); Matt Spielman, *Inflection Points: How to Work and Live with Purpose* (Hoboken, NJ: John Wiley & Sons, 2022); Gerald Davis and Christopher White, *Changing Your Company from the Inside Out: A Field Guide for Social Entrepreneurs* (Boston: Harvard Business Review Press, 2015); Michael Beer et al., *Higher Ambition: How Great Leaders Create Economic and Social Value* (Boston: Harvard Business Review Press, 2011); and Tony Hsieh, *Delivering Happiness* (New York: Grand Central Publishing, 2013).

- 11 讓工作更好地融入生活：For a discussion of the importance of purpose and living a life of meaning, see Viktor Frankl, *Man's Search for Meaning* (Boston: Beacon Press, 2006). Research is increasingly revealing the divergence between the progression organizations are offering to their employees and the progress their employees actually want to make. For example, an in-depth research pro-gram on why women remain underrepresented in leadership roles has shown that the way those “leadership” roles have been designed may be partially at fault because they are relatively unattractive to those the organization is seek-ing to fill them with. For an example, see Sebastian C. Schuh, Alina S. Her-nandez Bark, Niels Van Quaquebeke, Rüdiger Hossiep, Philip Frieg, and Rolf Van Dick, “Gender Differences in Leadership Role Occupancy: The Mediating Role of Power Motivation,” *Journal of Business Ethics*, 120 (2014): 363–79.
- 12 職涯有實質進步：“State of the Global Workforce 2023 Report: The Voice of the World's Employees,” Gallup, p. 3.
- 13 四分之一吋的洞：This analogy is from legendary Harvard Business School marketing professor Theodore Levitt. Clayton M. Christensen, Scott Cook, and Taddy Hall, “What Customers Want from Your Products,” Harvard Business School Working Knowledge, Jan 16. 2006, <https://hbswk.hbs.edu/item/what-customers-want-from-your-products>.
- 13 「用途理論」：Clayton M. Christensen, Taddy Hall, Karen Dillon, and David S. Duncan, “Know Your Customers’ ‘Jobs to Be Done,’” *Harvard Business Review*, Sept. 2016, <https://hbr.org/2016/09/know-your-customers-jobs-to-be-done>.
- 13 一種全新的創新方法：The big change was a focus on causality—what causes someone to buy a certain product or service. What is the situation they are in, and what is the progress they seek? This focus on causality undergirds our use of the Jobs to Be Done theory in the context of job moves.
- 13 全球、橫跨各個行業的數千名參與者：Since the course's inception, 47 per-cent of participants have been from North America; 20 percent from Europe; 12 percent from Asia Pacific; 11 percent from the Middle East; 6 percent from Africa; and 4 percent from Latin America. “Developing Yourself as a Leader—Virtual,” Harvard Business School, <https://www.exed.hbs.edu/developing-yourself-leader-virtual/statistics>, accessed Dec. 4, 2023.
- 14 希望重返職場的人：The group we studied and coached crossed all levels of income, race, and gender.
- 14 這本書的特別之處：Other books have laid a foundation for the job search process, from figuring out what you want—such as Jenny Blake, *Pivot: The Only Move That Matters Is Your Next One* (New York: Portfolio, 2017); Reyn-old Levy, *Start Now: Because That Meaningful Job Is Out There, Just Waiting for You* (New York: Rosetta Books, 2020); and Timothy Butler, *Getting Unstuck: A Guide to Discovering Your Next Career Path* (Boston: Harvard Business Review Press, 2009)—to actually getting it, like Richard N. Bolles, *What Color Is Your Parachute? A Practical Manual for Job-*

- Hunters and Career-Changers* (Berkeley, CA: Ten Speed Press, 1972); and Dawn Graham, *Switchers: How Smart Professionals Change Careers—and Seize Success* (New York: AMACOM, 2018).
- 18 至今驅動你行動的原因：This could also be called a form of “metacognition”—awareness of your own thought processes.
- 20 「我們可以放棄」：David Epstein, “Here’s How Quitting Can Be Your Competitive Advantage,” *Range Widely*, Nov. 17, 2022, <https://daveidepstein.substack.com/p/annie-duke-quit>.
- 21 其他趨勢的這個時刻：For more on how talent-oriented strategies are redefining workplaces (hybrid, remote, and in-office workplaces alike) and organizational success, see Peter Capelli, *The Future of the Office: Work from Home, Remote Work, and the Hard Choices We All Face* (Philadelphia: Wharton School Press, 2021); Tsedal Neeley, *Remote Work Revolution: Succeeding from Anywhere* (New York: Harper Business, 2021); and Joost Minnaar and Pim de Morree, *Corporate Rebels: Make Work More Fun* (North Brabant, NL: Corporate Rebels Nederland B.V., 2020).
- 21 過去類似的時刻所帶來的轉變：Fritz J. Roethlisberger and William J. Dickson, *Management and the Worker: An Account of a Research Program Conducted by the Western Electric Company* (Cambridge, MA: Harvard University Press, 1939); Alfred D. Chandler Jr., *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*, vol. 120 (Cambridge, MA: MIT Press, 1969); Alfred D. Chandler Jr. and Richard S. Tedlow, *The Coming of Managerial Capitalism: A Casebook on the History of American Economic Institutions* (Homewood, IL: Richard D. Irwin, 1985); and R. Khurana, *From Higher Aims to Hired Hands: The Social Transformation of American Business Schools and the Unfulfilled Promise of Management as a Profession* (Princeton, NJ: Princeton University Press, 2010).

It’s important to also acknowledge that there have been some glimmers of hope. For instance, many companies have increased their investments in educating and upskilling their employees. Forty-two percent of companies focused more on upskilling employees after the pandemic began. See Aris Apostolopoulos, “Employee Upskilling and Reskilling Statistics: Casting Light on the Trend,” *TalentLMS*, June 25, 2020, <https://www.talentlms.com/blog/reskilling-upskilling-training-statistics/>, for example. And 75 percent of human resource managers said they were either maintaining or increasing their training budgets. See Kathy Gurchiek, “SHRM: Some Industries Boost Training in New Technology, Equipment During Pandemic,” *SHRM*, June 11, 2020, [https://www.shrm.org/topics-tools/news/shrm-industries-boost-training-new-technology-equipment-pandemic#:~:text=%E2%80%8BThe%20knowledge%20and%20service,Human%20Resource%20Management%20\(SHRM\)](https://www.shrm.org/topics-tools/news/shrm-industries-boost-training-new-technology-equipment-pandemic#:~:text=%E2%80%8BThe%20knowledge%20and%20service,Human%20Resource%20Management%20(SHRM)).

But we wrote this chapter knowing that individuals could use far more support as they drive their own destiny and navigate the growth of the gig economy, the proliferation and normalization of flexible work arrangements, and the rise of time and purpose as valued forms of capital. In most workplaces, people are still forced to shoulder increased uncertainty, anxiety, change, and opportunity in their careers without much scaffolding.

- 21 給同事或朋友：Those who want to offer advice and support to career seekers would benefit from first taking a look at David A. Garvin and Joshua D. Margolis, “The Art of Giving and Receiving Advice,” *Harvard Business Review* 93, no. 1 (2015).
- 21 也真的應該是：Phyl Terry advocated for job seekers to form a group of others in the same position in his book *Never Search Alone: The Job Seeker's Playbook* (New York: Collaborative Gain, 2022).
- 22 你原本無從得知的：See, for example, Peter Dizikes, “The Power of Weak Ties in Gaining New Employment,” MIT News Office, Sept. 15, 2022, <https://news.mit.edu/2022/weak-ties-linkedin-employment-0915>.
- 22 持續握有主導權：If you don't feel like you have enough power to execute our steps in any given situation, you will find advice on how to draw on additional sources of power in Julie Battilana and Tiziana Casciaro, *Power, for All: How It Really Works and Why It's Everyone's Business* (New York: Simon and Schuster, 2021).

第一章 為什麼換工作？

- 30 試圖改善的經驗是什麼：Scott Sonenshein cautions about not always trying to get “more” of everything and instead being targeted in what you want. See Scott Sonenshein, *Stretch: Unlock the Power of Less—and Achieve More Than You Ever Imagined* (New York: Harper Business, 2017).
- 31 你目前的挑戰和優先順序：As those challenges and priorities change over time, so too will the quest you're on. In order to effectively move from one quest to another, people need to be able to not just recognize the new quest but also be willing to leave the old quest behind. Doing so requires getting unstuck. For more on how to do so, see Frank Barrett, *Yes to the Mess: Surprising Leadership Lessons from Jazz* (Boston: Harvard Business Review Press, 2012). To unlearn past ways of thinking and being, see Adam Grant, *Think Again: The Power of Knowing What You Don't Know* (New York: Viking, 2021).
- 32 你決定該如何邁出下一步：Our findings overlap in some interesting ways with former BYU management professor C. Brooklyn Derr's findings about “career orientations,” in his book *Managing the New Careerists*. These orientations “tend to shift over time, depending on life circumstances,” as Boris Groysberg and Robin Abrahams wrote. Derr wrote about five of these “orientations”: “Getting Ahead,” “Getting Secure,” “Getting Free,” “Getting High,” and “Getting Balanced.” Although we look at individuals' quests for progress in particular circumstances, there are some similarities between our “Get Out” and Derr's “Getting Free”; our “Regain Control” and Derr's “Getting Secure”; our “Regain Alignment” and Derr's “Getting High”; and our “Take the Next Step” and Derr's “Getting Ahead.” Boris Groysberg and Robin Abrahams, “Know What Kind of Careerist You Are,” *Harvard Business Review*, March 25, 2014, <https://hbr.org/2014/03/know-what-kind-of-careerist-you-are>.
- 34 有效率地做事：For reviews of work on flexible alternative work arrangements,

- even before the COVID-19 pandemic, see Gretchen Spreitzer, Lindsey Cameron, and Lyndon Garrett, “Alternative Work Arrangements: Two Images of the New World of Work,” *Annual Review of Organizational Psychology and Organizational Behavior* 4 (2017): 473–99; and a decade before that, Susan Ashford, Elizabeth George, and Ruth Blatt, “2 Old Assumptions, New Work: The Opportunities and Challenges of Research on Nonstandard Employment,” *Academy of Management Annals* 1, no. 1 (2007): 65–117. For an overview of pandemic-related changes, see Kevin Kniffin et al., “COVID-19 and the Workplace: Implications, Issues, and Insights for Future Research and Action,” *American Psychologist* 76, no. 1 (2021): 63–77, https://ink.library.smu.edu.sg/lkcsb_research/6594.
- 35 可預測性更高的：For great insights on the value of predictability at work (and the cost of not having it), see Leslie Perlow’s research on predictable time off (<https://hbr.org/2009/10/making-time-off-predictable-and-required>) and her book, *Sleeping with Your Smartphone: How to Break the 24/7 Habit and Change the Way You Work* (Boston: Harvard Business Press, 2012).
- 38 至少一開始的時候：This could be the equivalent of the notion of an emergent strategy overtaking a deliberate one, as in the famous story of Intel moving out of memory chips in the 1980s. See Clayton M. Christensen and Michael E. Raynor, *The Innovator’s Solution: Creating and Sustaining Successful Growth* (Boston: Harvard Business School, 2003), chap. 8. Also see the discussion of this idea in Clayton M. Christensen, James Allworth, and Karen Dillon, *How Will You Measure Your Life?* (New York: Harper Business, 2012), chap. 3.

第二章 行動1：啟程—找出驅動你的力量

- 46 最近這次的轉變：This sort of “push-pull analysis” is common in psychology. It’s used to understand what’s motivating someone to take a specific action. The notion of forces that are pushing and pulling someone to make a change plays a big role in our framework.
- 49 「是否要再次換工作」：Kathryn Dill, “These People Who Quit Jobs During the Pandemic Say They Have Regrets,” *Wall Street Journal*, April 25, 2022, <https://www.wsj.com/articles/some-job-switchers-are-having-second-thoughts-great-resignation-11650663370>.
- According to a survey by Paychex of 825 employees who left their job during the Great Resignation, an even higher 80 percent said they regretted the move. “Employee Regret After the Great Resignation,” Paychex, Jan. 16, 2023, <https://www.paychex.com/articles/human-resources/exploring-the-great-regret>.
- 51 「壞事比好事更強大。」：Roy F. Baumeister et al., “Bad Is Stronger Than Good,” *Review of General Psychology* 5, no. 4 (2001): 323–70.
- 51 影響比正面的還大：The absence of interaction can also be a push, as research on employee voice and how managers respond to it has shown. For example, see Elizabeth McClean, Ethan Burris, and James Detert, “When Does Voice Lead to

- Exit? It Depends on Leadership,” *Academy of Management Journal* 56, no. 2 (2013): 525–48; James Detert and Ethan Burris, “Can Your Employees Really Speak Freely?” *Harvard Business Review* 94, no. 1 (2016): 80–87; Elizabeth Morrison and Frances J. Milliken, “Organizational Silence: A Barrier to Change and Development in a Pluralistic World,” *Academy of Management Review* 25, no. 4 (2000): 706–25; and Jim Detert, *Choosing Courage: The Everyday Guide to Being Brave at Work* (Boston: Harvard Business Press, 2021).
- 53 無法滿足他們的需求時：Katy Milkman, *How to Change: The Science of Getting from Where You Are to Where You Want to Be* (New York: Portfolio, 2021).
- 57 能幫助你自然回憶：The goal is to share not just the steps you took but also to verbalize the voice in your head—what Ethan Kross calls Chatter—so that your interviewer can be privy to those thoughts, too. For more on that in-ner voice, see Ethan Kross, *Chatter: The Voice in Our Head, Why It Matters, and How to Harness It* (New York: Crown, 2022).
- 58 遠比多數人想像的困難許多：Amanda Ripley, *High Conflict: Why We Get Trapped and How We Get Out* (New York: Simon and Schuster, 2021), chaps. 1 and 2.
- 60 「我們真的需要這麼多位產品經理嗎？」：Harvard Business School MBA student interview with Managing Human Capital course alumnus, December 2023.
- 60 帶領聯賽走出困境：Harvard Business School MBA student interview with Managing Human Capital course alumnus, December 2023.
- 61 他說：Harvard Business School MBA student interview with Managing Human Capital course alumnus, December 2023.
- 63 有可能獲得的機會：Daniel Kahneman and Amos Tversky, “Prospect Theory: An Analysis of Decision Under Risk,” *Econometrica* 47, no. 2 (March 1979).
This human condition is not new. In Act III of Shakespeare’s *Hamlet*, we are told:
*The undiscover’d country from whose bourn No traveller returns, puzzles the will
And makes us rather bear those ills we have Than fly to others that we know not of.*
- 66 做出改變：To do this, we utilized the Pareto principle—the idea that roughly 80 percent of outcomes are caused by approximately 20 percent of inputs. In other words, we’ve codified the most prevalent sources of change rather than cataloging every single one.
- 67 讓新的洞見浮出水面：Asking tough questions—in a respectful way, of course—to help someone grow is expanded on in Kim Scott’s two popular books *Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity* (New York: St. Martin’s Press, 2017) and *Radical Respect: How to Work Together Better* (New York: St. Martin’s Griffin, 2024).
- 71 表達自己感受的語言：Naming your emotions is a powerful known technique in psychology, as it “tends to diffuse their charge and lessen the burden they create.” See, for example, Tony Schwartz, “The Importance of Naming Your Emotions,” *New York Times*, April 3, 2015, <https://www.nytimes.com/2015/04/04/business/dealbook/the-importance-of-naming-your-emotions.html>.

- 72 需求樣貌：Economists typically view employers as the “demand side” of the labor market, as they search for talent to fill human capital needs. They view employees as the “supply side” of that market. In this book, we’ve reversed those labels because we’re writing from the perspective of individuals who have choices over where they work and which job to “hire.” Just as consumers represent the demand side as they figure out which products to buy to make progress, so, too, do workers express demand as they seek progress through a job move. And employers provide a “supply” of jobs they can hire, whether full-time roles, part-time jobs, or gig or contract work.

第三章 考量「體驗」而非「特點」

- 79 或許很快又要：Studies show that focusing purely on compensation doesn’t lead to lasting satisfaction. For example, research by University of Illinois professor Amit Kramer shows that the happiness bump from a pay raise is short-lived. See Devasheesh P. Bhawe, Amit Kramer, and Theresa M. Glomb, “Pay Satisfaction and Work-Family Conflict Across Time,” *Journal of Organizational Behavior* 34, no. 5 (2013): 698–713. Instead, there are numerous other ways to sustainably increase happiness; see, for example, Tal Ben-Shahar, *Happier: Learn the Secrets to Daily Joy and Lasting Fulfillment* (New York: McGraw Hill, 2007) and Marie Kondo and Scott Sonenshein, *Joy at Work: Organizing Your Professional Life* (New York: Little, Brown Spark, 2020).
- 80 來自歐洲的：To continue our example of money: research suggests that how you spend it (an experience) is more important for happiness than how much of it you receive (a feature). See Elizabeth Dunn and Michael Norton, *Happy Money: The Science of Happier Spending* (New York: Simon and Schuster, 2013).
- 80 描繪出心中所想追尋的進步：This approach—focusing on experiences before features—has its roots in design thinking, which innovators use to conceive and develop new products. In that world, when designers and marketers explore the reasons a customer might “hire” a product, their first step is to put aside all their data and analyses showing correlations in behavior and their preconceptions about what people want. After all, customers may be looking to satisfy a new priority that is not predicted by old habits, perhaps without fully realizing it yet.
- 82 與你生活中：In this case, we define fit as researchers Charles O’Reilly, Jennifer Chatman, and David Caldwell do via their Organizational Culture Profile instrument for measuring person-organization fit. For more detail, see Charles O’Reilly III, Jennifer Chatman, and David Caldwell, “People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit,” *Academy of Management Journal* 34, no. 3 (1991): 487–516.
- 82 在工作時：In an interview with *Wired* magazine, Csikszentmihalyi described “flow” as “being completely involved in an activity for its own sake. The ego falls away. Time flies. Every action, movement, and thought follows inevitably from the previous one, like playing jazz. Your whole being is involved, and you’re using your

- skills to the utmost.” John Geirland, “Go with the Flow,” *Wired*, Sept. 1, 1996, <https://www.wired.com/1996/09/czik/>.
- 82 「人們會彼此挺身而出、相互支持」：Harvard Business School MBA student interview with Managing Human Capital course alumnus, December 2023.
- 82 提升自身的可信度：In some cases, this propels individuals through four distinct stages of their career: from learning and assisting colleagues to contributing independently to managing others to shaping organizational direction, as outlined by Harvard Business School professors Gene Dalton and Paul Thompson. They observed that high achievers who progressed through them let go of behaviors that had served them well in previous roles and picked up new skills and perspectives as they transitioned to the adjacent stage. For a summary of their research on the four stages of careers, see Dave Ulrich, Norm Smallwood, and Kate Sweetman, *The Leadership Code: Five Rules to Lead By* (Boston: Harvard Business Review Press, 2009): 116–19, which in turn builds on Gene W. Dalton and Paul H. Thompson, *Novations: Strategies for Career Development* (Glenview, IL: Scott, Foresman, 1986).
- 83 你在職涯初期：Linda A. Hill, *Organizational Behavior Reading: Developing Your Managerial Career* (Boston: Harvard Business Publishing, 2016), <https://hbsp.harvard.edu/product/8330-PDF-ENG>.
- 83 同一家公司中：Harvard Business School MBA student interview with Managing Human Capital course alumnus, December 2023.
- 83 「有一天能夠成為高階軍官」：Harvard Business School MBA student interview with Managing Human Capital course alumnus, December 2023.

第四章 行動2：點燃——確認讓你充滿能量的事物

- 88 要你進行這件事：In addition to the examples that follow, many coaching practices involve energy drivers and drains exercises. See, for example, “How to Find Fulfillment in Your Job Using the Drainers & Drivers Exercise,” Seer Interactive, Sept. 14, 2021, <https://www.seerinteractive.com/insights/how-to-find-fulfillment-in-your-job-using-the-drainers-drivers-exercise>.
- Some personality inventories also use this. See Christina Bowser, *How DISC Prevents Your Energy Drain*, Extended DISC Blog, May 13, 2021, <https://blog.extendeddisc.org/05.20-how-disc-prevents-your-energy-drain>.
- 88 使你耗竭的活動：Bill Burnett and Dave Evans, *Designing Your Life: How to Build a Well-Lived, Joyful Life* (New York: Knopf, 2016), chap. 3.
- 89 想要說出來的事情：For more on the power of this approach, see Stefanie P. Spera, Eric D. Buhrfeind, and James W. Pennebaker, “Expressive Writing and Coping with Job Loss,” *Academy of Management Journal* 37, no. 3 (1994): 722–33, <https://doi.org/10.2307/256708>. See also Duncan Mathison and Martha I. Finney, *Unlock the Hidden Job Market: 6 Steps to a Successful Job Search When Times Are Tough* (Upper Saddle River, NJ: Pearson Education, 2010), 44–47.
- 90 激發和消耗你能量的事物：The theoretical foundation for looking at energy

- drives and drains comes, at least in part, from research on thriving at work. For more background, see Christine Porath, Gretchen Spreitzer, Cristina Gibson, and Flannery Garnett, “Thriving at Work: Toward Its Measurement, Construct Validation, and Theoretical Refinement,” *Journal of Organizational Behavior* 33, no. 2 (2012): 250–75; and Gretchen Spreitzer et al., “A Socially Embedded Model of Thriving at Work,” *Organization Science* 16, no. 5 (2005): 537–49.
- 90 帶來哪些感受：Kevin S. LaBar and Roberto Cabeza, “Cognitive Neu-rosience of Emotional Memory,” *Nature Reviews Neuroscience* 7, no. 1 (2006): 54–64; James L. McGaugh, *Memory and Emotion: The Making of Lasting Memories* (New York: Columbia University Press, 2003).
- 91 對這份工作的熱情來源：Passion at work is well defined and explored by Jon M. Jachimowicz in “3 Reasons It’s So Hard to ‘Follow Your Passion,’” *Harvard Business Review*, Oct. 2019, <https://hbr.org/2019/10/3-reasons-its-so-hard-to-follow-your-passion>; Joy Bredehorst, Kai Krautter, Jirs Meuris, and Jon M. Jachimowicz, “The Challenge of Maintaining Passion for Work over Time: A Daily Perspective on Passion and Emotional Exhaustion,” *Organization Sci-ence* 35, no. 1 (2024): 364–86; and Kai Krautter, Anabel Büchner, and Jon M. Jachimowicz, “Extraverts Reap Greater Social Rewards from Passion Because They Express Passion More Frequently and More Diversely,” *Personality and So-cial Psychology Bulletin* (2023). In terms of energy drains and drivers, passion can also be separate from one’s job, as explained in Zachariah Berry and Jon M. Jachimowicz, “When Following Your Passion Turns ‘Toxic,’” *Harvard Business Review*, Nov. 2021, <https://hbr.org/2021/11/when-following-your-passion-turns-toxic>; and Lauren C. Howe, Jon M. Jachimowicz, and Jochen I. Menges, “Your Job Doesn’t Have to Be Your Passion,” *Harvard Business Review*, June 2021, <https://hbr.org/2021/06/your-job-doesnt-have-to-be-your-passion>.
- 97 在工作上展現最好的自己：If applicable to you, to further explore your personal drivers and drains in the context of a dual-career couple or as a working parent, see Jennifer Petriglieri, *Couples That Work: How Dual-Career Couples Can Thrive in Love and Work* (Boston: Harvard Business Review Press, 2019); Christine M. Beckman and Melissa Mazmanian, *Dreams of the Overworked: Living, Working, and Parenting in the Digital Age* (Redwood City, CA: Stanford University Press, 2020); and Daisy Dowling, *Workparent: The Complete Guide to Succeeding on the Job, Staying True to Yourself, and Raising Happy Kids* (Boston: Harvard Business Review Press, 2021).
- 98 問自己「五個為什麼」：For more on the origins of this technique devised by Taiichi Ohno at Toyota, see, for example, Bradley Staats and David M. Upton, “Lean Knowledge Work,” *Harvard Business Review*, Oct. 2011, <https://hbr.org/2011/10/lean-knowledge-work>.
- 100 更準確地衡量它們：Emily Singer, “The Neuroscience Behind Bad Deci-sions,” *Quanta Magazine*, Aug. 23, 2016, <https://www.quantamagazine.org/the-neuroscience-behind-bad-decisions-20160823/>. See also the Decision Lab, <https://thedecisionlab.com/>.

- 101 例如績效考核：Peter Cappelli and Anna Tavis, “The Performance Management Revolution,” *Harvard Business Review* 94, no. 10 (2016): 58–67.
- 102 烏比岡湖效應：This phrase is derived from Garrison Keillor’s work—both in his novel *Lake Wobegon Days*, which was published in 1985, and from his earlier radio show. The radio segment always ended with a phrase about how “all the women are strong, all the men are good-looking, and all the children are above average.” This in turn spawned the social psychology term the Lake Wobegon Effect, which is “the human tendency to overestimate one’s capabilities.” Here we use the phrase to refer to how each job one has held seems above average along each energy driver. See, for example, Russell N. Carney, “The ‘Lake Wobegon Effect’: Implications for the Assessment of Exceptional Children,” *Journal of School Psychology* 29, no. 2 (1991): 183–86.
- 103 可以形成意義：Linda J. Kray et al., “From What Might Have Been to What Must Have Been: Counterfactual Thinking Creates Meaning,” *Journal of Personality and Social Psychology* 98, no. 1 (2010): 106–18; Karl E. Weick, *Sensemaking in Organizations* (New York: Sage, 1995).

第五章 行動3：盤點一列出你的能力

- 113 跟不同環境的契合程度： “The Ball Aptitude Battery,” Ball Foundation, <http://www.ballfoundation.org/ball-aptitude-battery/>.
- 113 了解自己的優勢：Gallup, *StrengthsFinder 2.0* (Washington, DC: Gallup Press, 2007).
- 113 我們的能力其實遠遠大於：People often focus too much on their innate talents and underestimate their ability to learn and develop (through building character skills and motivational structures), leaving untapped potential, as Adam Grant argues in *Hidden Potential: The Science of Achieving Greater Things* (New York: Viking, 2023).
- 114 有什麼關聯？：Indeed, in the field of education, motivation is thought to be pegged to two factors: the desirability of an activity or goal (its value) and the belief or expectation that you can successfully do that activity or accomplish the goal. See, for example, Susan A. Ambrose, Michael W. Bridges, Michele DiPietro, Marsha C. Lovett, and Marie K. Norman, *How Learning Works: Seven Research-Based Principles for Smart Teaching* (San Francisco: Jossey-Bass, 2010), chap. 3.
- 115 自己的「資產負債表」：We gratefully acknowledge HBS professor Boris Groysberg, who originally introduced us to the idea of an individual’s balance sheet, and HBS professor Luis Viceira, whose Harvard doctoral dissertation, “Optimal Consumption and Portfolio Choice for Long-Horizon Investors,” touches on the notion of an individual’s balance sheet shifting over different periods in their career and who helped us advance our thinking about how this should be conceptualized.
- 117 不太會變動且充滿侷限性：Such a focus on static traits also ignores the evidence from Stanford professor Carol Dweck about the benefits of having a growth mindset. Carol Dweck, *Mindset: The New Psychology of Success* (New York: Ballantine Books, 2007).

- 117 或是轉換職業：James Manyika et al., “Jobs Lost, Jobs Gained: What the Future of Work Will Mean for Jobs, Skills, and Wages,” McKinsey Global Institute, Nov. 28, 2017, <https://www.mckinsey.com/featured-insights/future-of-work/jobs-lost-jobs-gained-what-the-future-of-work-will-mean-for-jobs-skills-and-wages>.
For a wealth of resources on upskilling, see Paul Fain’s articles on the website WorkShift, <https://workshift.opencampusmedia.org/author/pfain/>. As Robert Putnam and Glen Loury remind us, though, “social capital” plays a critical role in enabling individuals to upskill and move into new jobs. Writes Loury in “What Is Social Capital? With Larry Kotlikoff,” *The Glenn Show* (2022), <https://glennloury.substack.com/p/what-is-social-capital>, “The acquisition of knowledge and skills can help an individual acquire wealth, but the social environment into which that individual is born and within which they mature will have consequences for their ability to acquire that knowledge and those skills in the first place, and then to put them to work in a productive fashion.”
- 117 所謂的彼得原理：Laurence J. Peter and Raymond Hull, *The Peter Principle: Why Things Always Go Wrong* (New York: William Morrow, 1969).
- 119 練習和使用：We provide other examples of career balance sheets at <http://www.jobmoves.com>.
- 122 未來在不同的工作中：Note that, like any balance sheet, it may be that the combination or *portfolio* of assets on a career balance sheet is more important than any one asset on its own. The value of your assets may come in pairs, for example, just as some exquisite research on leaders has shown that excellent leaders succeed by having “dual power modes” or “two leadership gears” (Lindy Greer, Francesca Gino, and Robert Sutton, “You Need Two Leadership Gears,” *Harvard Business Review* 101, nos. 3–4 [2023]: 76–85).
- 123 策略規劃等等：For a recent review of the behaviors often involved in the process of leading, see Andrew Carton’s review of the science of leadership: Andrew Carton, “The Science of Leadership: A Theoretical Model and Research Agenda,” *Annual Review of Organizational Psychology and Organizational Behavior* 9 (2022): 61–93.

第七章 行動5：設計一構思未來雛型

- 134 對實際成效的了解：Rita McGrath and Ian MacMillan, “Discovery-Driven Planning,” *Harvard Business Review*, July–Aug. 1995, <https://hbr.org/1995/07/discovery-driven-planning>.
- 134 在推出後：Sadly, this statistic rings as true today as it did in this article published two decades ago: Clayton M. Christensen, Scott Cook, and Taddy Hall, “Marketing Malpractice: The Cause and the Cure,” *Harvard Business Review*, Dec. 2005, <https://hbr.org/2005/12/marketing-malpractice-the-cause-and-the-cure>.
- 134 也會因為進行實驗而獲得幫助：For more information on using experiments to grow and make progress, not only for career choices but also more broadly throughout daily life, see Susan Ashford, *The Power of Flexing: How to Use Small Daily Experiments to Create Big Life-Changing Growth* (New York: Harper Business, 2021).

- 134 因為「定錨效應」：Deepak Malhotra and Max Bazerman, *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond* (New York: Bantam, 2007).
- 134 遵循顯而易見的選擇：Abhijit V. Banerjee, “A Simple Model of Herd Behavior,” *Quarterly Journal of Economics* 107, no. 3 (1992): 797–817.
- 134 探索其他選項：James G. March, “Exploration and Exploitation in Organizational Learning,” *Organization Science* 2, no. 1 (1991): 71–87.
- 135 行銷要進行 A/B 測試：For more detail on choice architecture, see Katy Milkman, *How to Change: The Science of Getting from Where You Are to Where You Want to Be* (New York: Portfolio, 2021).
- 137 好幾週的時間：To help stay committed, keep in mind that a little focused time each day can have big results. If you’re interested in learning more about the power of focus and attention, see Amishi P. Jha, *Peak Mind: Find Your Focus, Own Your Attention, Invest 12 Minutes a Day* (San Francisco: HarperOne, 2021).
- 138 一些可能的工作：Check out the Innovator app built on ChatGPT in OpenAI’s GPT store: <https://chat.openai.com/g/g-JaiQEuHRU-innovator>, accessed Jan. 24, 2024.
- 139 拓展新機會：For more advice on how to successfully network, see resources such as Keith Ferrazzi and Tahl Raz, *Never Eat Alone: And Other Secrets to Success, One Relationship at a Time* (New York: Crown Currency, 2014) and Orville Pierson, *Highly Effective Networking: Meet the Right People and Get a Great Job* (Newburyport, MA: Weiser, 2009).
- 140 做這些工作的人：Online communities like that at CareerVillage.org, which has connected over 7 million people to free career advice from over 130,000 professionals, can also help you in this process.
- 149 賭上一切：Recent research of independent workers (i.e., those who are not affiliated with an organization or established profession) has shown the stark emotional tensions encompassing both the anxiety and fulfillment of working under precarious and personal conditions for these gig workers, suggesting how valuable it can be to initially explore side hustles while still in an organization rather than giving up membership in an organization entirely to do gig work. See Gianpiero Petriglieri, Susan J. Ashford, and Amy Wrzesniewski, “Agony and Ecstasy in the Gig Economy: Cultivating Holding Environments for Precarious and Personalized Work Identities,” *Administrative Science Quarterly* 64, no. 1 (2018).
- 150 完全投入：Herminia Ibarra, *Working Identity: Unconventional Strategies for Reinventing Your Career* (Boston: Harvard Business School Press, 2004) and Ibarra, “Provisional Selves: Experimenting with Image and Identity in Professional Adaptation,” *Administrative Science Quarterly* 44, no. 4 (1999): 764–91.
- 151 而是行動：As our friends at IDEO who started the Purpose Project ([https:// www.purposeproject.org/](https://www.purposeproject.org/)) shared with us, action, not talk, clarifies one’s purpose. What are you doing today? What do you like doing? What can you do so that you can get more clarity around what drives you, what you like, and what you don’t?

第八章 行動6：聚焦—排定你的優先順序

- 152 在這本書：Keep in mind that the middle of a process can often feel the most challenging, so stick with it. As Rosabeth Moss Kanter writes in “Change Is Hardest in the Middle,” *Harvard Business Review* 12 (2009): “Everything looks like a failure in the middle. Everyone loves inspiring beginnings and happy endings; it is just the middles that involve hard work.”

第三部 實現你想追尋的進步

- 162 測試和學習：We’re not advising you to just translate one of your proto-types into your next job. Rather, you’ll engage with the marketplace and con-tinue to learn before switching, just as innovators are advised to learn before launching in: Rita Gunther McGrath and Ian C. MacMillan, *Discovery-Driven Growth: A Breakthrough Process to Reduce Risk and Seize Opportunity* (Boston: Harvard Business Review Press, 2009) and Eric Ries, *The Lean Startup: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses* (New York: Currency, 2011).

第九章 行動7：取捨—在市場中做出決定

- 164 來自人脈：“Eighty-Percent of Professionals Consider Networking Important to Career Success,” LinkedIn, June 22, 2017, <https://news.linkedin.com/2017/6/eighty-percent-of-professionals-consider-networking-important-to-career-success>.
- Whereas the above article suggests that 70 percent of jobs are filled through personal connections, other estimates suggest the number is as high as 80 per-cent. Julia Freeland Fisher, “How to Get a Job Often Comes Down to One Elite Personal Asset, and Many People Still Don’t Realize It,” CNBC.com, Dec. 27, 2019, <https://www.cnbc.com/2019/12/27/how-to-get-a-job-often-comes-down-to-one-elite-personal-asset.html>.
- 164 求職網站上：Although there are disputes around this num-ber, estimates suggest that somewhere between 60 to 70 percent of jobs ar-en’t published on job boards. For example, see Wendy Kaufman, “A Successful Job Search: It’s All About Networking,” *All Things Considered*, NPR, Feb. 3, 2011, <https://www.npr.org/2011/02/08/133474431/a-successful-job-search-its-all-about-networking>, and Jo Green, “80% Nonsense—Busting the ‘Hidden’ Job Market Myth,” LinkedIn, March 20, 2018, <https://www.linkedin.com/pulse/80-nonsense-busting-hidden-job-market-myth-jo-green-1c/>.
- 166 很久以前就已經有：Mark S. Granovetter, “The Strength of Weak Ties,” *American Journal of Sociology* 78, no. 6 (1973): 1360–80, <http://www.jstor.org/stable/2776392>.
- 166 「支援和機會」：Julia Freeland Fisher, “Don’t Discount the Power of Students’ Acquaintances to Expand Supports and Horizons,” Clay-ton Christensen Institute, Feb. 19, 2020, <https://www.christenseninstitute.org/blog/dont-discount-the-power-of-students-acquaintances-to-expand-supports-and-horizons/>.
- 166 培養技能和人脈：Linda A. Hill, *Becoming a Manager: How New Managers Master the Challenges of Leadership*, 2nd edition (Cambridge, MA: Harvard Business School Press, 2003).

- 167 很親近的朋友或家人：Mario Luis Small, *Someone to Talk to: How Networks Matter in Practice* (Oxford: Oxford University Press, 2019).
- 167 你才能夠挖掘出：This is how you engage in what's called the pursuit of an "intelligent career." Linda Hill, "Organizational Behavior Reading: Develop-ing Your Managerial Career," (Boston: Harvard Business Publishing, 2016, <https://hbsp.harvard.edu/product/8330-PDF-ENG>).
- 167 有研究者曾形容：Tiziana Casciaro, Francesca Gino, and Maryam Kouchaki, "The Contaminating Effects of Building Instrumental Ties: How Networking Can Make Us Feel Dirty," *Administrative Science Quarterly* 59, no. 4 (2014): 705–35.
- 168 你可以提供對方的東西：Tiziana Casciaro, Francesca Gino, and Maryam Kouchaki, "Managing Yourself: Learn to Love Networking," *Harvard Business Review* 94, no. 5 (2016): 104–7.
- 174 一位「完美」的導師：Note that your "personal board of directors" does not need to be one fixed group of individuals, but rather it can be a "team of teams"—as General McChrystal et al. describe in *Team of Teams: New Rules of Engagement for a Complex World* (New York: Portfolio, 2015)—comprised of different sets of people to aid in different aspects of your development. For more information on how to develop one's career, see Hill, "Organizational Behavior Reading."

第十章 行動8：塑造——編寫你的職涯故事

- 180 也就是這一章的主題：For more on this topic, see resources on positioning yourself to employers, such as Dorie Clark, *Reinventing You: Define Your Brand, Imagine Your Future* (Boston: Harvard Business Review Press, 2013) and Kerri Twigg, *The Career Stories Method: 11 Steps to Find Your Ideal Career—and Discover Your Awesome Self in the Process* (Vancouver: Page Two Books, 2021).
- 182 不用搬家：You may have noticed that the language around "crafting" your career narrative bears similarities to "job crafting"—a concept that management scholars Jane E. Dutton and Amy Wrzesniewski introduced in 2001. In their research, they describe how employees can shape their roles—and increase satisfaction at work—by changing the cognitive, task, and/or relational boundaries that govern their interactions and relationships with others at work. Although our narrative-crafting concept differs from job crafting, it can overlap in two ways. First, as Alex's example shows, a manager who hears your career story may be able to change your role to match what you want. Second, people who effectively craft their narrative often build a sense of purpose into the arc of their story, just as those who "job craft" often reframe their role to fit their purpose. See Amy Wrzesniewski and Jane E. Dutton, "Crafting a Job: Revisioning Employees as Active Crafters of Their Work," *Academy of Management Review* 26, no. 2 (April 2001): 179–201, <https://www.jstor.org/stable/259118?origin=crossref>. Also see Jane E. Dutton and Amy Wrzesniewski, "What Job Crafting Looks Like," *Harvard Business Review*, March 12, 2020, <https://hbr.org/2020/03/what-job-crafting-looks-like>.

- 183 創造敘事結構的「故事背脊」：Pixar actually borrowed this concept from playwright Kenn Adams's book about the art of improvisation. Kenn Adams, *How to Improvise a Full-Length Play: The Art of Spontaneous Theater* (New York: Simon and Schuster, 2010).
- 183 透過故事學習和保留資訊：See, for example, Daniel Willingham, *Why Don't Students Like School?* (San Francisco: Jossey-Bass, 2010), chap. 3.
- 188 當然，電梯簡報的概念並不新奇：Graham Wilson, "The History of the Elevator Speech," Nov. 25, 2012, <https://www.the-confidant.info/2012/the-history-of-the-elevator-speech/>.
- 189 「共同乘坐電梯的一分鐘」：Philip B. Crosby, *The Art of Getting Your Own Sweet Way* (United Kingdom: McGraw-Hill, 1972). Others also give credit for popularizing the elevator pitch to journalist Ilene Rosenzweig, who described how a *Vanity Fair* editor she was dating in the 1990s, Michael Caruso, would literally jump into the elevator when then-editor in chief Tina Brown was riding the four floors down from her office to the lobby in order to pitch his latest 15,000-word story idea. Presenting: Rob, "Elevator Pitches: A Brief History," Jan. 14, 2016, <https://presentingrob.blogspot.com/2016/01/elevator-pitches-brief-history.html>.
- 190 很擅長模擬：AI isn't good at everything. But it can work well here because of what you've done in the first seven steps of this process to create something unique that is tailored to your past and your current quest. That work isn't generic. With those unique elements in place, now we're just trying to help you market it. The function of the AI is to help make your unique story sound like something that employers have selected before.

第十一章 行動9：出發—雇用理想工作

- 194 早已是常態：Kerri Anne Renzulli, "75% of Resumes Are Never Read by a Human—Here's How to Make Sure Your Resume Beats the Bots," CNBC, Feb. 28, 2019, <https://www.cnbc.com/2019/02/28/resume-how-yours-can-beat-the-applicant-tracking-system.html>.
- 194 ATS 篩選時最看重的：Interview with Tom Dowd, Nov. 17, 2022. See also Bill Burnett and Dave Evans, *Designing Your Life* (New York: Knopf, 2016), 136–37. Burnett and Evans suggest going as far as "rewrit[ing] your résumé using the same words used in the job posting." They add: "If you have a specific skill that is posted as required, put it in your résumé exactly the way it is written in the Internet posting. If you don't have that skill, find a way to describe your skill set that uses the same words that will be found in a keyword search."
- 198 有一份清單：For more on this topic, see resources on interviewing well, such as James Storey, *The Art of the Interview: The Perfect Answers to Every Interview Question* (Scotts Valley, CA: CreateSpace Independent Publishing, 2016).
- 199 跟這個職缺有關的：Using the story spine structure to answer a question aligns well with the common STAR interview framework, which advises discussing the

- specific situation (S), the task at hand (T), the action you then took (A), and the result (R).
- 200 個人使用手冊：Adam Bryant, “Want to Know Me? Just Read My User Manual,” *New York Times*, March 20, 2013, <https://www.nytimes.com/2013/03/31/business/questbacks-lead-strategist-on-his-user-manual.html>. See also Chelsea Greenwood, “Managers Are Starting to Make Personal ‘User Manuals’ That Explain to Their Coworkers What Makes Them Tick,” *Business Insider*, Apr. 11, 2019; and Marko Saric, “Why You Should Write a ‘How to Work with Me’ User Manual,” *The Startup*, Oct. 17, 2018, <https://medium.com/swlh/user-manual-to-me-92c8ce68f960>.
- 200 近年來便越來越受歡迎：We gratefully acknowledge a number of faculty members at HBS, including Tony Mayo, Sandra Sucher, and Tom Delong, who cocreated a version of this exercise to use in the FIELD and Interpersonal Skills Development Lab courses in the MBA program.
- 200 更卓越的個人與團隊表現：Creating this sort of manual can also help in your personal life. For example, Daisy Dowling observed in her book *Workparent* that we each have a template for how to raise children, but until we make it explicit, it is very hard for others—including our coparent—to understand why we do the things we do. Daisy Dowling, *Workparent: The Complete Guide to Succeeding on the Job, Staying True to Yourself, and Raising Happy Kids* (Boston: Harvard Business Review Press, 2021).
- 201 如何分享同樣都是很重要的決定：In her research on positive and negative connections in people’s experience at work, Jane Dutton describes how to use these kinds of exercises to build positive connections. For more detail, see Jane Dutton, *Energize Your Workplace: How to Create and Sustain High-Quality Connections at Work* (San Francisco: Jossey-Bass, 2003).
- 203 好的主管深知這一點：Peter Drucker, *The Effective Executive: The Definitive Guide to Getting the Right Things Done* (New York: Harper Business, 2017).
- 204 發揮最佳表現：For more on this idea, see the Reflected Best Self exercise. A summary is here: Laura Morgan Roberts, Gretchen M. Spreitzer, Jane E. Dutton, Robert E. Quinn, Emily D. Heaphy, and Brianna Barker, “How to Play to Your Strengths,” *Harvard Business Review*, Jan. 2005, <https://hbr.org/2005/01/how-to-play-to-your-strengths>.
- 205 贏得你的信任：There are several forms of trust within organizations that can shape an individual’s answer to how trust is earned at work. For a comprehensive view into what trust is and the ways it can be earned, see Denise M. Rousseau, Sim B. Sitkin, Ronald S. Burt, and Colin Camerer, “Not So Different After All: A Cross-Discipline View of Trust,” *Academy of Management Review* 23, no. 3 (1998): 393–404.
- 207 最能夠判斷這些重要性的人：As Laura Huang advocates in *Edge: Turning Adversity into Advantage* (New York: Portfolio, 2020), it is critical to translate what is uniquely “you” (both your strengths and your shortcomings) into your “edge” that others can appreciate.

- 208 如果同事有興趣：If not, and you find yourself struggling to work with a colleague, take a look at Robert I. Sutton, *The Asshole Survival Guide: How to Deal with People Who Treat You Like Dirt* (Boston: Mariner Books, 2017).

第十二章 打造大家都想雇用的工作

- 214 支持他們追尋的進步：For more advice on how leaders can help their teams navigate their quests for progress, see J. Richard Hackman's classic management book *Leading Teams: Setting the State for Great Performances* (Boston: Harvard Business Review Press, 2002).
- 214 持續互相強化：Conceptual foundations for this can be found in, among other resources, Michael Beer, *High Commitment High Performance: How to Build a Resilient Organization for Sustained Advantage* (San Francisco: Jossey-Bass, 2009); John J. Gabarro, *The Dynamics of Taking Charge* (Boston: Harvard Business Review Press, 1987); Zeynep Ton, *The Good Jobs Strategy: How the Smartest Companies Invest in Employees to Lower Costs and Boost Profits* (Grand Haven, MI: Brilliance Audio, 2014); and the resources offered by the Good Jobs Institute, <https://goodjobsinstitute.org/what-is-the-good-jobs-strategy/>.
- 214 朝向新方向發展：Sometimes, having members of the team venture out in a new direction can actually be good for team performance too, as it can spur new connections that bring previously unavailable information and opportunities back to the team. For example, see Deborah Ancona and Henrik Bresman, "Turn Your Teams Inside Out," *MIT Sloan Management Review* 64, no. 2 (2023): 24–29 or, for more detail, Deborah Ancona and Henrik Bresman, *X-Teams: How to Build Teams That Lead, Innovate, and Succeed* (Boston: Harvard Business Review Press, 2023).
- 214 與服務經濟中：This is the continuation of a trend that extends at least as far back as when Michael Beer decided to title his classic management book *Managing Human Assets* (New York: The Free Press, 1984).
- 214 留住好員工：“Almost Half of U.S. Companies Can't Fill Open Positions,” Cision PRWeb, March 8, 2023, <https://www.prweb.com/releases/almost-half-of-u-s-companies-can-t-fill-open-positions-814091777.html>. And yet employees still struggle to find employment, per Peter Capelli, *Why Good People Can't Get Jobs: The Skills Gap and What Companies Can Do About It* (Philadelphia: Wharton School Press, 2012). This challenge of matching talent to open roles rather remarkably echoes other supply-demand challenges, such as that of online dating: even though there is a wide funnel of potential matches, singles frequently struggle to find the right match, as summarized in Emily A. Vogels and Colleen McClain, "Key Findings About Online Dating in the U.S.," Pew Research Center, Feb. 2023, <https://www.pewresearch.org/short-reads/2023/02/02/key-findings-about-online-dating-in-the-u-s/>.
- 214 一輩子：“One Third of Your Life Is Spent at Work,” Gettysburg College, <https://www.gettysburg.edu/news/stories?id=79db7b34-630c-4f49-ad32-4ab9ea48e72b>, accessed July 20, 2023.

- 216 進步的同時：“More Than Skills: How to Put Purpose Back into Work and Learning,” ASU+GSV Summit, Apr. 19, 2023, <https://www.youtube.com/watch?v=pfKfBiE6k58>.
- 217 這正是就業市場：Remember, in this book we’re focusing on the “demand side” of the market—the perspective of individuals “hiring” new jobs.
- 218 「及早發現問題」：Email from Mark Stephens to Bob Moesta, April 4, 2023.
- 219 會動態改變的：Interview with Joseph Carver, May 30, 2023.
- 219 員工當時的情境中：For more on deep listening, see Amanda Ripley, *High Conflict: Why We Get Trapped and How We Get Out* (New York: Simon and Schuster, 2021).
- 220 活力和效率：This matches insights from the book *The Expertise Economy*, which suggests that individuals shouldn’t be put in jobs where their skills perfectly map to what the role will ask of them. Instead, they should have room for growth. The moment an employee’s skills quotient exceeds 90 (on a 100-point scale), they should be flagged for a review “because these high performers will likely look for their next growth opportunity elsewhere if they aren’t given one within the company.” Kelly Palmer and David Blake, *The Expertise Economy: How the Smartest Companies Use Learning to Engage, Compete, and Succeed* (Boston: Nicholas Brealey, 2018), chap. 8. For additional tips on how to engage employees, see Daniel M. Cable, *Alive at Work: The Neuroscience of Helping Your People Love What They Do* (Boston: Harvard Business Review Press, 2018).
- 223 電梯簡報：Having a common language built upon research-based ideas and established exercises for constructing career narratives increases the quality and frequency of dialogue about how employees can make the progress they seek. And more progress for individuals within an organization typically translates into more progress for the organization.
- 224 人資同事推薦什麼：<https://www.gallup.com/cliftonstrengths/en/254033/strengthsfinder.aspx>.
- 224 補足弱點：Peter Drucker, *The Effective Executive: The Definitive Guide to Getting the Right Things Done* (New York: Harper Business, 2017), chap. 4.
- 226 你希望填補的職位：This speaks again to the concept of job crafting. See Amy Wrzesniewski and Jane E. Dutton, “Crafting a Job: Revisioning Employees as Active Crafters of Their Work,” *Academy of Management Review* 26, no. 2 (April 2001): 179–201, <https://www.jstor.org/stable/259118?origin=crossref>. Also see Jane E. Dutton and Amy Wrzesniewski, “What Job Crafting Looks Like,” *Harvard Business Review*, March 12, 2020, <https://hbr.org/2020/03/what-job-crafting-looks-like>.
- 226 公平地給付薪水給員工：That’s because the combination of 7.4 roles didn’t necessarily track to an external benchmark.
- 226 我們的研究顯示：Ethan Bernstein, John Bunch, Niko Canner, and Michael Lee, “Beyond the Holacracy Hype,” *Harvard Business Review* 94, no. 7 (2016): 38–49.
- 227 1960 至 1970 年代：Frederick Herzberg, “One More Time: How Do You Motivate Employees?,” *Harvard Business Review*, January 2023, <https://hbr.org/2003/01/one->

- more-time-how-do-you-motivate-employees, accessed Aug. 30, 2023; William J. Paul Jr., Keith B. Robertson, and Frederick Herzberg, "Job Enrichment Pays Off," *Harvard Business Review*, March 1969, <https://hbr.org/1969/03/job-enrichment-pays-off>, accessed Aug. 30, 2023; J. Richard Hackman and Greg R. Oldham, "Motivation Through the Design of Work: Test of a Theory," *Organizational Behavior and Human Performance* 16 (1976): 250–79; and Douglas McGregor, *Leadership and Motivation* (Cambridge, MA: MIT Press, 1968).
- 229 「他們還繼續留在公司」：Marc Ramos, chief learning officer of Cornerstone, made this comment in response to a famous line from Sir Richard Branson, who said in 2014, "Train people well enough so that they can leave. Treat them well enough so they don't want to." See "Turning a Corner in Learning on the Job," *Future of Education*, July 31, 2023, <https://www.youtube.com/watch?v=obulfA-W3n4>.
- 229 對公司也是有助益的：For a much more detailed and historical perspective on how leaders can enable both employee and business success (i.e., how leaders can lead well), see Nitin Nohria and Rakesh Khurana, *Handbook of Leadership Theory and Practice* (Boston: Harvard Business Review Press, 2010) and Anthony J. Mayo and Nitin Nohria, *In Their Time: The Greatest Business Leaders of the Twentieth Century* (Boston: Harvard Business Review Press, 2005).
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- 230 使消費者更快樂：Carolyn Cutrone, "Danny Meyer to 'Treps: Put Your Employees First, Customers Will Follow," *Inc.*, Jan. 28, 2014, <https://www.inc.com/carolyn-cutrone/danny-meyer-speaks-at-inc-business-owners-council.html>. 169 customers-second strategy: Linda Hill, Tarun Khanna, and Emily S. Stecker, "HCL Technologies," Harvard Business School Case 408004, 2007. See also V. Nayar, *Employees First, Customers Second: Turning Conventional Management Upside Down* (Boston: Harvard Business Press, 2010).
- 230 至少基本概念不是：Shep Hyken, "How Happy Employees Make Happy Customers," *Forbes*, May 17, 2017, <https://www.forbes.com/sites/shephyken/2017/05/27/how-happy-employees-make-happy-customers/?sh=182e84585c35>.
- 231 「替他支付學費」："How AT&T, the Index's Top Performer, Extends the Ladder of Opportunity," American Opportunity Index, Oct. 13, 2022, <https://americanopportunityindex.com/newsroom/2>.
- 231 全國各地註冊入學的員工：Lou Pugliese and Bobby Babbrah, "The Workforce Intermediary Market: How Must Education Intermediaries Evolve with Shifts in a Turbulent Labor Market Environment?", Flipp.ED Ventures, Jan. 2023, p. 2.

- 231 接受的比例會變高：See also Michael B. Horn and Bob Moesta, *Choosing College: How to Make Better Learning Decisions Throughout Your Life* (San Francisco: Jossey-Bass, 2019).
- 232 變成雇主和員工的：Regardless of whether a job move failure results in a boomerang hire or not, managers and organizations almost always benefit from treating these job moves out of their teams and organizations as the kind of productive failure that Amy Edmondson describes in her book *The Right Kind of Wrong: The Science of Failing Well* (New York: Simon and Schuster, 2023). Like many other things in work and life, success in a career necessitates failure along the way—it is often how we learn—and thus, as she writes, “If you’re not failing, you’re not journeying into new territory.” So long as you are using all the knowledge in this book to avoid preventable failures.
- 232 比你以為的還要常見：Anthony C. Klotz, Andrea Derler, Carlina Kim, and Manda Winlaw, “The Promise (and Risk) of Boomerang Employees,” *Harvard Business Review*, March 15, 2023, <https://hbr.org/2023/03/the-promise-and-risk-of-boomerang-employees>.
- 233 得到這份工作：Ryan Craig, “Stop Ranking Skills,” *Forbes*, June 16, 2023.
- 233 不具備同等學歷：Joseph B. Fuller and Manjari Raman, “Dismissed by Degrees: How Degree Inflation Is Undermining U.S. Competitiveness and Hurting America’s Middle Class,” Accenture, Grads of Life, and Harvard Business School, Dec. 13, 2017, https://www.hbs.edu/ris/Publication%20Files/dismissed-by-degrees_707b3f0e-a772-40b7-8f77-aed4a16016cc.pdf.

Also, although many employers and state governments have dropped degree requirements from job postings—paid posts not requiring a degree rose from roughly 20 percent to almost 30 percent on LinkedIn by 2022, for example—the early evidence suggests that, outside of a few industries like consumer services, entertainment, and government, most employers are still hiring workers who have degrees. See Greg Lewis, “Fewer Job Posts Now Require Degrees. How Has That Changed Hiring?,” LinkedIn *Talent Blog*, Aug. 29, 2023, <https://www.linkedin.com/business/talent/blog/talent-acquisition/fewer-jobs-require-degrees-impact-on-hiring>.

- 233 找到合適的選擇：With the emergence of generative AI, there’s some evidence that these dynamics could accelerate. According to the Neuron, a newsletter about AI, “recruiters now have the tools to draft job postings that only attract the right candidates. All it takes is a quick prompt to ChatGPT (how-to) or LinkedIn’s AI-powered job description generator.” As a result, it’s never been easier to sift through endless numbers of potential hires. But on the flip side, there are now platforms like WonsultingAI that will tweak a candidate’s résumé and cover letter “to make them a perfect match for that dream job.” See Noah Edelman and Pete Huang, “Zoom Controversy,” The Neuron, Aug. 8, 2023, https://www.theneurondaily.com/p/zoom-recording?utm_source=www.theneurondaily.com&utm_medium=newsletter&utm_campaign=zoom-is-recording-you. In other words, AI is turbocharging the game of unicorns and superheroes.

- 234 及其要求：「The History of the Job Description,」Tailored Thinking, Aug. 10, 2021, <https://tailoredthinking.co.uk/blog/2021/8/10/job-descriptions#:~:text=It%20all%20started%20with%20Job%20Analysis&text=They%20were%20originally%20produced%20as,necessary%20to%20perform%20those%20activities.>
- 234 尋找員工：Christine Overby, 「Why Job Descriptions Need to Go,」Post*Shift, Jan. 19, 2017, <https://postshift.com/job-descriptions-need-go/>.
- 234 「房貸文件」：Maury Hanigan, 「The Evolution of Job Postings,」SparcStart, Feb. 24, 2016, <https://www.sparcstart.com/the-evolution-of-job-postings/>.

第十三章 將善意延續下去

- 241 「混亂過程」：Rosabeth Moss Kanter, 「Change Is Hardest in the Middle,」*Harvard Business Review*, Aug. 12, 2009, <https://hbr.org/2009/08/change-is-hardest-in-the-middl>.
- 241 回饋他人：Not only will you be paying it forward but you will also be improving your collaboration skills. Getting “smarter” about collaboration is an increasingly important skill in the workplace, not just for career development but for problem-solving and getting work done. For tips on how to do so, see Heidi Gardner and Ivan Matviak, *Smarter Collaboration: A New Approach to Breaking Down Barriers and Transforming Work* (Boston: Harvard Business Review Press, 2022). In addition, you might very well learn valuable insights for yourself by mentoring another person lower in the organizational hierarchy than you; valuing the knowledge that such people have increases your engagement and effectiveness as a mentor—as shown in Ting Zhang, Dan Wong, and Adam Galinsky, 「Learning Down to Train Up: Mentors Are More Effective When They Value Insights from Below,」*Academy of Management Journal* 66, no. 2 (2023): 604–37—not to mention makes the experience richer for both of you. See additional works by Ting Zhang for more on how, ideally, good advice travels in all directions.
- 242 說成「點亮關係」：Michael Horn, 「Using AI to Drive Alumni Engagement,」March 6, 2023, <https://www.youtube.com/watch?v=PfSaWyuzJ6Q>.
- 242 跟學員之間的連結：See Bob Moesta’s contribution to: Whitney Johnson, 「Get the Mentoring Equation Right,」*Harvard Business Review*, Oct. 25, 2011, <https://hbr.org/2011/10/get-the-mentoring-equation-rig>.
- 243 「這幾乎連自傳都算不上」：Derek Thompson, 「Your Career Is Just One-Eighth of Your Life,」*The Atlantic*, Sept. 9, 2022, <https://www.theatlantic.com/newsletters/archive/2022/09/career-ambition-advice-data/671374/>.
- 245 需求（如薪資）：Putting employees first by focusing on the progress *they* want to make—rather than the progress *you* want to make—is key to effective leadership. As Frances Frei and Anne Morriss write in *Unleashed: The Unapologetic Leader’s Guide to Empowering Everyone Around You* (Boston: Harvard Business Review Press, 2020), 「Leadership, at its core, isn’t about you. Instead, it’s about how effective you are at empowering *other* people and unleashing *their* full potential.」

- 246 可能就不會存在：Not only does asking questions create space for solutions to fall into but it is also a key component of “conversation-powered leadership” (involving leaders asking questions, listening well, and talking straight with their employees), as expanded on in Boris Groysberg and Michael Slind, *Talk, Inc.: How Trusted Leaders Use Conversation to Power Their Organizations* (Boston: Harvard Business Review Press, 2012).
- 251 認真傾聽：Research from multiple fields suggests the value of active listening in building empathy. For example, see Carl Rogers, “The Necessary and Sufficient Conditions of Therapeutic Personality Change,” *Journal of Consulting Psychology* 21, no. 2 (1957): 95–103; Chris C. Gearhart and Graham D. Bodie, “Active-Empathic Listening and Its Association with Conversational Induction,” *Communication Reports* 24, no. 2 (2011): 79–89; and Greg J. Stephens, Lauren J. Silbert, and Uri Hasson, “Speaker-Listener Neural Coupling Underlies Successful Communication,” *Proceedings of the National Academy of Sciences* 107, no. 32 (2010): 14425–30. Niels Van Quaque-beke and Will Felps have termed this “respectful inquiry” in their review of leading through asking questions and listening; see Niels Van Quaquebeke and Will Felps, “Respectful Inquiry: A Motivational Account of Leading Through Asking Questions and Listening,” *Academy of Management Review* 43, no. 1 (2018): 5–27.
- 258 最好的一面：After all, as Peter Drucker observed, a good manager lets employees work in the ways that are best for their productivity. Peter Drucker, *The Effective Executive: The Definitive Guide to Getting the Right Things Done* (New York: Harper Business, 2017), chap. 3. See also Ethan S. Bernstein, “Making Transparency Transparent: The Evolution of Observation in Management Theory,” *Academy of Management Annals* 11, no. 1 (2017): 217–66 and Bernstein, “The Smart Way to Create a Transparent Workplace,” *Wall Street Journal*, Feb. 22, 2015.

結論 現在，換你實現進步

- 262 跟這些目標相符的：The rise in focus on building resilience has occurred in many quarters, including Greg Lukianoff and Jonathan Haidt, *The Coddling of the American Mind: How Good Intentions and Bad Ideas Are Setting Up a Generation for Failure* (New York: Penguin, 2019). For a summary of some of the advice on how to build resilience, Boise State University offers a condensed overview. See Boise State University, <https://www.boisestate.edu/broncofit/resilience/>, accessed Aug. 31, 2023.
- 262 和其他人生處境：As a process built primarily in the United States, of course it may need to be translated for the culture in which a person is working.

附錄一 常見的推力與拉力情境表

- 273 每種推力與拉力涵蓋的意義：Harvard Business School MBA student interviews with Managing Human Capital course alumnus, December 2022 and December 2023.

附錄五 十個常見的面試問題

- 307 十個常見的面試問題：This tool is based largely on the document “What to Say: Answering Common Interview Questions,” Guild, [https:// pages.guildeeducation.com/rs/139-BSA-643/images/guild-Answering%20 Common%20Interview%20 Questions%20%281%29.pdf](https://pages.guildeeducation.com/rs/139-BSA-643/images/guild-Answering%20Common%20Interview%20Questions%20%281%29.pdf), accessed Sept. 21, 2023. We also consulted Ethan Bernstein and Amy Ross, “Note on Structured Inter-viewing,” Harvard Business School Publishing, Aug. 20, 2019 (N9-420-032).