

Contents at a Glance

<i>Introduction</i>	1
<i>Book I: Key Business Skills to Enhance Your Chance of Success</i>	7
Chapter 1: Recognizing the Hallmarks of Success	9
Chapter 2: Gearing Yourself Up to Get Results	25
Chapter 3: Goal Setting Made Easy	47
Chapter 4: Being an Integral Part of a Team	61
Chapter 5: Negotiating to Get What You Need and Deserve	73
<i>Book II: Getting Organized and Managing Your Time: Smart Ways to Preempt Problems</i>	95
Chapter 1: Peas in a Pod: Organization and Time Management	97
Chapter 2: Focusing Your Efforts, Prioritizing Tasks, and Blocking Your Time	113
Chapter 3: Setting Up and Maintaining a Productive Workspace	131
Chapter 4: Defending Your Day from Interruptions	147
Chapter 5: Overcoming Procrastination	165
Chapter 6: Putting an End to the Perils of Paperwork and Data	181
Chapter 7: Fine-Tuning Organization Skills with Technology	197
<i>Book III: Taking Charge of What You Can</i>	217
Chapter 1: Managing Yourself: Taking Care of No. 1	219
Chapter 2: Managing Meetings	235
Chapter 3: The Fine Art of Delegating	253
<i>Book IV: Get to the @#% Point! Communicating Effectively</i>	269
Chapter 1: Telling It Like It Is: The Fundamentals of Communication	271
Chapter 2: Listening Actively	285
Chapter 3: Speaking Assertively	307
Chapter 4: You've Got Mail: Communicating Electronically	327
Chapter 5: Taking Advantage of the Spotlight: Giving Effective Presentations	343

<i>Book V: Can't We All Just Get Along? Navigating Tricky Workplace Relationships and Situations</i>	<i>365</i>
Chapter 1: Understanding Office Politics.....	367
Chapter 2: Preventing Problems with Business Etiquette.....	381
Chapter 3: Staying Cool When Conflicts Arise	399
Chapter 4: Dealing with Difficult Bosses and Co-Workers.....	421
Chapter 5: Handling Conflict Constructively.....	435
Chapter 6: Serving Your Customers and Hurdling Challenges	461
Chapter 7: Managing Ethical Dilemmas at Work.....	477
Chapter 8: When Worlds Collide: Managing Change on the Job	493
<i>Book VI: Managing Stress in Stressful Times.....</i>	<i>505</i>
Chapter 1: De-Stress at Work (And Still Keep Your Job)	507
Chapter 2: Letting Go of Tension.....	525
Chapter 3: Quieting Your Mind	545
Chapter 4: The Secrets of Stress-Resistant Thinking	565
<i>Book VII: Going Further to Get Ahead: Certifications and Courses to Enhance Your Value</i>	<i>581</i>
Chapter 1: Discovering What's Available Online	583
Chapter 2: Debunking Myths about Online Education.....	601
Chapter 3: Using ePortfolio to Track and Tout Your Accomplishments.....	617
<i>Index</i>	<i>633</i>

Table of Contents

<i>Introduction</i>	1
About This Book.....	1
Conventions Used in This Book.....	2
What You're Not to Read.....	2
Foolish Assumptions.....	3
How This Book Is Organized.....	3
Book I: Key Business Skills to Enhance Your Chance of Success....	3
Book II: Getting Organized and Managing Your Time: Smart Ways to Preempt Problems.....	4
Book III: Taking Charge of What You Can.....	4
Book IV: Get to the @#% Point! Communicating Effectively.....	5
Book V: Can't We All Just Get Along? Navigating Tricky Workplace Relationships and Situations.....	5
Book VI: Managing Stress in Stressful Times.....	5
Book VII: Going Further to Get Ahead: Certifications and Courses to Enhance Your Value.....	6
Icons Used in This Book.....	6
Where to Go from Here.....	6
<i>Book I: Key Business Skills to Enhance Your Chance of Success</i>	7
Chapter 1: Recognizing the Hallmarks of Success	9
Recognizing Success.....	9
Committing to Success.....	11
Hard work.....	12
Integrity.....	12
Character.....	12
Persistence.....	13
Consistency.....	14
Self-discipline.....	14
Passion, even if you don't love what you do.....	15
The right connections.....	16
A sense of humor.....	17
Luck.....	17
Finding the Right Mental Attitude.....	17
Choosing optimism over pessimism.....	18
Having the happiness attitude.....	20
Choosing success.....	21
Being, Doing, Having: A Strategy to Get You Heading in the Right Direction.....	22



Chapter 2: Gearing Yourself Up to Get Results	25
Getting Ready to Get Results	25
Adopting a can-do mind-set	26
Knowing yourself and where you are	28
Determining where you want to go	30
Doing What Results-Oriented People Do	32
Identify goals	32
Prioritize tasks	34
Put together a plan	35
Execute the plan	36
Use a surefire strategy for tackling big tasks	40
Maximizing Your Chances of Success	41
Get mentally organized	41
Visualize your success	41
Stay focused	42
Flush the worry (or at least learn to manage it)	44
Practice!	45
Chapter 3: Goal Setting Made Easy	47
Recognizing the Importance of Goals	48
Creating SMART Goals	50
Getting SMART	51
Considering other factors when setting goals	52
Choosing the right goals to pursue	52
Revisiting your goals	53
Avoiding Surprises: Taking a Good Look at Your Goals	53
Sharing Your Vision and Goals	54
Sharing the vision	55
Sharing the goals	56
Making Your Goals Happen	56
Tapping into the primary sources of power	56
Persevering beyond the initial excitement	58
Avoiding the activity trap	59
Chapter 4: Being an Integral Part of a Team	61
Identifying Advantages of Teams	61
Defining the Three Types of Teams You May Find Yourself On	63
Formal teams	63
Informal teams	64
Self-managed teams	65
Teaming Up in the Real World	66
Meeting Productively in a Team Structure	68
What's wrong with meetings?	69
The eight keys to great meetings	70

Chapter 5: Negotiating to Get What You Need and Deserve 73

Getting Prepared.....	74
Prepare yourself.....	74
Prepare for the other party	75
Prepare for the field.....	75
Setting Goals for a Negotiation	76
Establishing your goals.....	76
Choosing the right number of goals.....	78
Becoming a Good Listener	79
Restate and rephrase	80
Clear away the clutter	81
Take notes.....	82
Ask good questions	82
Count to three before you speak	84
Wake yourself up	85
Stating Your Points Clearly	86
Organizing your thoughts.....	86
Avoiding barriers to clarity	87
Pushing the Pause Button	88
When to hit the pause button.....	89
How to push the pause button.....	89
Closing the Deal.....	90
Arriving at a win-win solution	90
Assessing the deal	91
Recognizing when to close	92
Knowing how to close	92
Overcoming barriers to closing.....	93

***Book II: Getting Organized and Managing Your Time:
Smart Ways to Preempt Problems* 95****Chapter 1: Peas in a Pod: Organization and Time Management 97**

Valuing Time	97
Calculating how much your time is worth.....	98
Boosting your hourly value through your work efforts.....	99
Creating a Time-Management System You Can Live With	100
Scheduling your time and creating a routine.....	101
Organizing your surroundings	102
Using time-saving technology	102
Overcoming Time-Management Obstacles	103
Communicating effectively	103
Circumventing interruptions.....	103
Getting procrastination under control.....	104
Making decisions: Just do it	104

Garnering Support While Establishing Your Boundaries	105
Balancing work and time with family and friends	105
Streamlining interactions with co-workers and customers	106
Keeping Motivation High	106
Being Organized: The Key to Managing Your Time	107
How organized are you?.....	108
The organizational continuum.....	108

Chapter 2: Focusing Your Efforts, Prioritizing Tasks, and Blocking Your Time . . . 113

Focusing Your Energy with the 80/20 Theory of Everything	114
Matching time investment to return	114
The vital 20 percent: Figuring out where to focus your energy at work.....	116
Personal essentials: Channeling efforts in your personal life.....	118
Getting Down to Specifics: Daily Prioritization.....	120
Blocking Off Your Time and Plugging In Your To-Do Items	123
Step 1: Dividing your day	124
Step 2: Scheduling your personal activities	125
Step 3: Factoring in your work activities	125
Step 4: Accounting for weekly self-evaluation and planning time.....	126
Step 5: Building in flex time	126
Assessing Your Progress and Adjusting Your Plan as Needed	127
Surveying your results	127
Tweaking your system	129

Chapter 3: Setting Up and Maintaining a Productive Workspace . . . 131

Streamlining Your Workspace	132
Make way! Clearing off your desk	132
Assembling essential organizational tools	133
Setting up a timely filing system	134
Tackling piles systematically	135
Taking notes you can track	136
Keeping Clutter from Coming Back.....	137
Handling papers once.....	137
Filing regularly.....	139
Limiting the paper you receive	139
Going paperless.....	141
Accounting for Ergonomics and Aesthetics.....	141
Setting up a proper workstation	142
Decorating your space	142
Maintaining a Productive Environment in the Home Office.....	143
Creating an environment that fosters solid focus	144
Establishing boundaries and getting yourself in the work mind-set.....	145

Chapter 4: Defending Your Day from Interruptions	147
The Fortress: Guarding Your Focus from Invasion	148
Protecting your domain from walk-in intrusions	148
Scheduling time offline	150
Screening interruptions before letting them through	152
Limiting phone interruptions from loved ones	153
Secondary Defenses: Minimizing Damage When Calls Get Through	154
Delegating the responsibility	154
Shortening or condensing the conversation	155
Rebooking discussions for a better time	155
Handling Recurring Interruptions by Co-Workers	156
The colleague with nothing to do	156
The colleague who just doesn't want to work	157
The colleague who's wrapped up in her world	157
The colleague who treats work as his sole social outlet	158
Dealing with Interruption-Oriented Bosses	158
The seagull manager	159
The verbal delegator	159
Working with Intrusive Clients	160
Giving a bit of attention that goes a long way	161
Setting clients' expectations	162
Chapter 5: Overcoming Procrastination	165
Tomorrow's Another Day! Letting Procrastination Take Hold	165
Calling on short-sighted logic: "I have plenty of time"	166
Avoiding the unpleasant: "I don't want to think about it now"	166
Triggering your fears: "What if I screw up?"	167
Paralyzed by perfection: "I'll wait till the time is right"	167
Sabotaging at midprocess: "I've earned a break"	168
Looking for thrills: "I work best under pressure"	168
Knowing Whether to Put It Off	169
Poor procrastination: Considering the costs	169
Wise procrastination: Knowing when to hold 'em	170
Breaking the Procrastination Habit	172
Motivating yourself with the carrot-or-stick approach	172
Recognizing excuses and shoving them aside	174
Give me a break: Putting off procrastination	175
Conquering Dreaded Tasks with Sandwich Tactics	176
The eat-the-crust-first approach: Starting with the tough job	176
The Swiss-cheese approach: Poking little holes in the task	177
The salami approach: Finishing it one slice at a time	177
The discard-the-garnish approach: Getting it off your plate	178
Maintaining Your Motivation as You Press Ahead	178

Chapter 6: Putting an End to the Perils of Paperwork and Data . . . 181

Accepting the Most Important Lesson: You Can't Read Everything.....	181
Processing Your Paperwork.....	183
Dividing your mail into discrete piles	183
Dealing with the items in each pile.....	184
Storing or Pitching: More Advice for Dealing with Your Stuff	185
The rules of pitching	185
A primer for storing efficiency	186
Applying the principles to the office	188
Storage solutions for sensitive documents	189
Solving storage dilemmas with technology.....	190
A word about shredding	190
Avoiding Data Overload: Getting Only the Info You Really Need.....	191
Ask better (more specific) questions.....	192
Identify the purpose of the data	193
Gather data with a surefire strategy.....	195

Chapter 7: Fine-Tuning Organization Skills with Technology 197

Plugging into Electronic Scheduling.....	198
The calendar-sharing benefits of electronic scheduling tools.....	198
The utility of portable planners	199
De-Cluttering Your Computer (And Keeping It That Way).....	200
Naming files and organizing them with an electronic tree.....	200
Offloading excess by archiving or deleting	203
Saving new files strategically.....	205
Handling E-Mail Correspondence.....	205
Filtering what comes in.....	205
Employing an e-mail response system.....	206
Automating your responses	208
Organizing and storing e-mail	208
Managing Contact Info with a CRM Program	209
Looking at software and services	210
Unleashing the capabilities of a CRM program.....	211
Creating effective client profiles	213
Putting a CRM program on a server to maximize accessibility and backup.....	215

Book III: Taking Charge of What You Can 217**Chapter 1: Managing Yourself: Taking Care of No. 1 219**

Dealing with the Work-Life Dilemma.....	220
Achieving balance when work becomes more demanding	220
Working toward a more flexible workplace.....	221
Avoiding workaholics 'R' us	223
Improving your attitude and interactions	224
Recognizing and managing the symptoms of stress	226

Making Decisions You Can Live With..... 229
 Thinking it through..... 229
 Taking your side — and others’ sides — into account..... 230
 Deciding in advance when possible 231
 Making principle-based decisions 231
 Listening carefully to advice you ask for 232
 Weighing the benefits versus risks of decisions 232
 Listening to your feelings..... 233
 Doing the best you can with a decision you’re stuck with..... 233

Chapter 2: Managing Meetings 235

Devising Objectives, Listing Attendees, and Crafting an Agenda..... 236
 Clarifying the purpose of the meeting..... 236
 Creating a guest list 237
 Holding informal, preliminary mini-meetings 238
 Putting together the agenda..... 239
 Scheduling the Meeting Time and Place..... 241
 Finding a good time slot..... 241
 Considering the location..... 242
 Running the Meeting Well on the Day Of..... 243
 Arriving early for setup..... 243
 Launching the meeting..... 244
 Keeping the meeting moving..... 246
 Assigning action items 247
 Summarizing and concluding the meeting 247
 Following Up for Maximum Productivity..... 248
 Distributing meeting notes 248
 Checking in periodically regarding action items 249
 Preparing for Virtual Meetings: Phone-, Web-, and
 Videoconferences 249
 Keep it short and sweet 249
 Create interactivity at least every 10–15 minutes 250
 Know (and target) thy audience 251

Chapter 3: The Fine Art of Delegating. 253

Delegating: A Key to Improved Efficiency and Effectiveness..... 254
 Explaining the Myths about Delegation..... 255
 Myth: You can’t trust your employees to be responsible 256
 Myth: When you delegate, you lose control
 of a task and its outcome 256
 Myth: You’re the only one who has all the answers 257
 Myth: You can do the work faster by yourself..... 257
 Myth: Delegation dilutes your authority..... 258
 Myth: The company recognizes your employees for doing
 a good job and not you..... 258
 Myth: Delegation decreases your flexibility 259
 Myth: Your employees are too busy 259
 Myth: Your workers don’t see the big picture 259

Taking the Six Steps to Delegate.....	260
Reviewing What to Delegate and What to Do Yourself.....	261
Tasks to always delegate	261
Responsibilities to avoid delegating	263
Checking Up Instead of Checking Out.....	265
Delegating When You're Not the Boss	267

Book IV: Get to the @#% Point!

Communicating Effectively..... 269

Chapter 1: Telling It Like It Is: The Fundamentals of Communication271

Why Communication Is Key to Success.....	271
Having the Right Mind-Set to Avoid a Tug-of-War	272
Understanding where the tug-of-war comes from	273
Achieving the main objective: Mutual understanding	273
Watching Out for Assumptions.....	274
Understanding the good and bad things about assumptions.....	274
Becoming aware of your own assumptions.....	276
Four Approaches to Communicating.....	276
My way or the highway: The aggressive approach	277
The appeasing way: The nonassertive approach	278
Subtle but aggravating: The passive-aggressive approach	279
Straight and positive: The assertive approach.....	281
Contrasting the four approaches.....	282
Becoming an Assertive Speaker.....	283

Chapter 2: Listening Actively285

Recognizing the Impact — Good and Bad — Your Listening Skills Have	285
Identifying What Kind of Listener You Are.....	287
Is anybody really home? The passive listener	287
Getting what you want, not what you need: The selective listener.....	288
Grabbing the facts: The attentive listener	289
Capturing and confirming the message: The active listener.....	289
Using the Keys to Active Listening.....	290
Identifying the three components of every message	290
Recognizing the feelings behind the facts	291
More pointers for improving your listening skills	292
Making Active Listening Work: Capturing the Whole Message	293
Drawing out the speaker's message	293
Verifying your understanding of the message	298
Avoiding Barriers to Listening.....	302
Poor eye contact	302
Unfavorable facial expressions	303

Unwelcoming posture	303
Too much movement	304
Ineffective placement	304
Uninviting tone of voice	305
Chapter 3: Speaking Assertively	307
Being Powerfully Positive: The Can-Do and Will-Do Uses of Language	307
Emphasizing what you can do instead of what you can't.....	308
Emphasizing what you will do.....	308
Avoiding false positives	309
Say What? Communicating Your Messages with Clarity	309
Keeping it short and sweet.....	309
Speaking in terms your audience understands	310
Using language that focuses on solutions	311
Avoiding language that hinders your message.....	312
Tactfully requesting what you need.....	314
Showing that you take responsibility.....	315
Sending the Same Message with Your Body Language and Tone	315
The eyes have it	315
Putting the oomph in your voice	316
Putting your body into it.....	317
Helping Your Listener Stay Involved.....	319
Adding meaning to your message.....	319
Adding good sense to your humor	320
Getting your listener to respond	321
Dealing with Sensitive Subjects	323
Doing your homework first.....	324
Considering your audience in your plans.....	324
Putting your plan in writing.....	325
Chapter 4: You've Got Mail: Communicating Electronically	327
Choosing the Right Electronic Medium for Your Message	328
To E-Mail or Not to E-Mail: That Is the Question.....	328
Knowing when to use e-mail.....	328
Recognizing when not to use e-mail.....	330
Writing Effective E-Mails.....	333
Applying basic communication skills to e-mail messages.....	333
Crafting a clear and targeted subject line.....	336
Looking at structure and length.....	337
Maintaining a professional level of formality.....	338
Reviewing your writing	339
Preparing for the send-off.....	339
A Message about Voice Mail	340
Avoiding Problems with Other Media.....	341

Chapter 5: Taking Advantage of the Spotlight: Giving Effective Presentations	343
Gathering the Basic Info You Need for Any Presentation	343
Asking for essential information	344
Analyzing your audience.....	345
Getting Your Presentation Together.....	348
Setting specific presentation goals.....	348
Picking material that makes your point.....	348
Organizing your message.....	349
Making notes for your presentation.....	351
Wowing the Audience with Your Delivery	352
Sending suitable nonverbal signals	353
Mastering physical positioning and movement.....	355
Putting your voice to work	356
Making your audience comfortable.....	357
Timing your presentation just right	357
Dealing with Difficult or Non-responsive Audiences.....	359
Reading your audience for signs of life.....	359
Softening up tough audiences	360
Reviving a nonresponsive audience.....	362

***Book V: Can't We All Just Get Along? Navigating
Tricky Workplace Relationships and Situations..... 365***

Chapter 1: Understanding Office Politics.....	367
Evaluating Your Political Environment.....	367
Assessing your organization's political environment.....	368
Identifying key players	369
Redrawing your organization chart.....	371
Scrutinizing Communication: What's Real and What's Not?.....	372
Believing actions, not words	372
Reading between the lines.....	373
Probing for information	374
Uncovering the Unwritten Rules of Organizational Politics.....	374
Be friendly with all.....	375
Help others get what they want.....	376
Don't party at company parties	376
Manage your manager.....	377
Move ahead with your mentors	377
Be trustworthy	378
Protecting Yourself	378
Document for protection	378
Don't make promises you can't keep	379
Be visible.....	379

Chapter 2: Preventing Problems with Business Etiquette	381
Developing Good Relationships with Your Colleagues	381
Understanding personality types	382
Using the right office manners	384
Developing good relations with your staff	386
Developing good relations with superiors	387
Giving sincere compliments	388
Offering (and receiving) constructive criticism	389
Respecting Physical Differences.....	390
Starting with a few general guidelines	390
Dealing with specific disabilities.....	392
Dealing with Racial, Ethnic, and Other Differences	395
Respecting racial and ethnic differences.....	396
Respecting gender and sexual differences	397
Chapter 3: Staying Cool When Conflicts Arise	399
Taking the High Road to Resolve Conflict: The Assertive Approach...	399
Assertive behaviors that help resolve conflicts	400
Now or later? When to deal with the problem.....	403
Getting Started on the Right Foot.....	404
Setting an agenda.....	404
Making your positive intentions known.....	405
Applying Helpful Tools in Conflict Situations	407
Showing understanding	408
Describing the problem	410
Stating thoughts.....	410
Stating feelings	411
Bringing Conflicts to Resolution.....	412
Using the resolving-concerns model.....	412
The needs-based model	417
Chapter 4: Dealing with Difficult Bosses and Co-Workers	421
Controlling the Only Person You Can: Yourself	421
Dealing with Difficult Personality Types	423
The passive-aggressive	423
The bully	424
The screamer.....	425
The star or top dog.....	427
The biased co-worker.....	427
What to do when you could be the problem.....	428
Responding to Offensive Behavior	429
Don't resist the person's remarks	429
Acknowledge the truth.....	430
Show the person off.....	430
Take concrete action.....	430
Go up the ladder for help.....	431

Staying in Control during a Meeting.....	432
Dealing with dominators.....	432
Restraining the rambles	433
Curtailing the competing conversers.....	433
Addressing the arguers.....	433

Chapter 5: Handling Conflict Constructively 435

Exploring Both Sides of the Conflict on Your Own	435
Issues.....	436
Values.....	437
Hot buttons.....	439
Strengths.....	439
Common ground	440
Proposals	440
Planning to Discuss the Matter.....	441
Considering the time and location of your approach.....	442
Choosing your words wisely	442
Selecting the best mode of communication	443
Preparing for resistance.....	444
Setting a Time and a Place for a Productive Discussion	445
Time considerations.....	445
Geography matters.....	446
Working toward a Solution, One Step at a Time.....	446
Step 1: Begin with an opening statement.....	446
Step 2: Explain the process and your goals.....	447
Step 3: Share your experiences and perspective.....	448
Step 4: Build an agenda.....	451
Step 5: Brainstorm win-win solutions.....	451
Step 6: Make decisions	453
Step 7: Conclude the discussion	454
Tailoring Your Approach: The Org Chart Matters	454
Resolving issues with someone you supervise.....	455
Addressing conflict with a peer	456
Having one-on-one conversations with your boss	457

Chapter 6: Serving Your Customers and Hurdling Challenges 461

You're Selling, but Are They Buying?.....	462
Identifying needs and selling to meet them.....	462
Sealing the deal	465
Providing Quality Customer Service.....	467
Following the golden rule	467
Communicating with impact to deliver quality service.....	468
Getting Irate Customers Back on Your Side.....	470
Problem solving with difficult customers.....	471
Dealing with irate customers	473
Remembering Your Internal Customers	474

Chapter 7: Managing Ethical Dilemmas at Work 477

Doing the Right Thing: Ethics and You	478
Defining ethics	478
Characteristics of a code of ethics	479
Making ethical choices	480
Understanding Loyalty	481
Mum's the Word: Confidentiality	482
Company information	482
Personal information	484
Secure electronic information	485
Mixing Personal Business and Work	486
Doing personal business on company time	486
Separating personal space and business space	488
Billing the Company for Expenses	489
Saying "No" and Keeping Your Job	491

Chapter 8: When Worlds Collide: Managing Change on the Job . . . 493

Handling Urgency (As You Must) and Avoiding Crises (When You Can)	494
Choosing between legitimate urgency and crisis management	494
Recognizing and dealing with crises	495
Embracing the Inevitable: Change Happens	497
Identifying the four stages of change	497
Are you fighting change?	498
Helping Your Employees Manage Change	500
Opening up the lines of communication	500
Encouraging employee initiative	501
Keeping spirits high	502
Exploring Alternatives When All Else Fails	503
Pursuing your dream	503
Looking for employment elsewhere	504

Book VI: Managing Stress in Stressful Times..... 505**Chapter 1: De-Stress at Work (And Still Keep Your Job) 507**

Identifying Work-Related Stressors	507
Recognize signs that you're stressed at work	508
Know what's triggering your work stress	509
Starting Your Day Unstressed: What You Can Do before Work	510
Change your bedtime habits	510
Don't skip breakfast	511
Get some physical exercise	512
Calm your commute	512
Overcome SNS (Sunday night stress)	513

De-Stressing during Your Workday	513
Collect some mileage points.....	514
Stretch and reach for the sky.....	514
Create a stress-resistant workspace	516
Nourish your body (and spirit).....	520
Head home more relaxed (and stay that way).....	522
Ending Your Day with a De-Stress Plan	522

Chapter 2: Letting Go of Tension 525

Stress Can Be a Pain in the Neck (And That's Just for Starters)	526
Recognizing stress's impact on your body.....	526
Funny, I don't feel tense: Tuning in with a body scan.....	527
Breathing Away Your Tension	528
Your breath is fine; it's your breathing that's bad	528
Evaluating your breathing	529
Changing the way you breathe, changing the way you feel	530
Refreshing yourself with a yawn.....	534
Tensing Your Way to Relaxation	534
Exploring how progressive relaxation works.....	534
Scrunching up like a pretzel!	537
Mind Over Body: Using the Power of Suggestion.....	538
Stretching Away Your Stress.....	540
Taking a Three-Minute Energy Burst	540
Relaxing with a Massage? Ah, There's the Rub!.....	541
Massaging yourself.....	541
Becoming the massage-er or massage-ee	542

Chapter 3: Quieting Your Mind. 545

Distract Yourself.....	546
Imagine This	546
Finding a relaxing image	547
Making things move.....	548
Stop Your Thoughts	548
What, Me Worry?	549
Strike up the band (or better yet, a string quartet)	550
Visit the rain forest.....	551
Use some common scents	551
Do Nothing: Meditate	553
Finding out what meditation can do for you.....	553
Adopting the right mind-set	554
Preparing to meditate	555
Breath-counting meditation.....	556
Meditating with a mantra.....	557
Squeezing in mini-meditations	558

Hypnotize Yourself.....	558
No, you will not be turned into a clucking chicken	559
Discovering the power of a trance.....	559
Inducing a light trance	560
Going a little deeper	561
Getting out of the trance.....	561
Overcoming roadblocks when you practice self-hypnosis	562
Get Some Feedback with the High-Tech Route.....	562
Hard-wired to your own body	562
Biofeedback without the wires	563

Chapter 4: The Secrets of Stress-Resistant Thinking 565

Believe It or Not, Most of Your Stress Is Self-Created.....	565
Think Straight! Eliminating Thinking Errors	567
Quit catastrophizing and awfulizing.....	567
Minimize your can't-stand-it-itis	568
Cut out much of your what-if-ing	569
Avoid overgeneralizing	570
Stop mind reading and conclusion jumping.....	570
Curb your unrealistic expectations.....	571
Stop self-rating	573
Putting It All Together: Systematic Stress Analysis	574
Step 1: Write down what's stressing you.....	575
Step 2: Rate your level of stress.....	575
Step 3: Write down your response to the trigger	575
Step 4: Rate the importance of the stressful situation.....	576
Step 5: Identify your stress-producing self-talk	576
Step 6: Find your thinking errors	577
Step 7: Use your coping self-talk.....	578

Book VII: Going Further to Get Ahead: Certifications and Courses to Enhance Your Value..... 581

Chapter 1: Discovering What's Available Online 583

Examining Different Types of Online Programs and Courses.....	583
Earning traditional credit.....	584
Obtaining certifications.....	586
Continuing your education with a few classes for fun or profit.....	587
Finding Out Which Institutions Offer Online Programs and Courses...	588
Four-year colleges.....	589
Two-year colleges	591
Other institutions for certificates, professional development, and training.....	592

Checking Out Different Structures of Online Courses	593
Just you and the monitor (fully online) versus blended courses (partly online).....	593
Instructor-led courses versus self-paced courses.....	594
Asynchronous (on your schedule) courses versus synchronous (real-time) courses.....	597
Finishing Your Schooling Faster with Accelerated Programs and Courses	597
The benefits and challenges of accelerated programs	598
Tips for successfully completing accelerated classes	598

Chapter 2: Debunking Myths about Online Education. 601

Online Education Is Anytime, Anywhere	601
Asynchronous learning.....	602
Synchronous (real-time) learning	602
Online Education Is Easier Than Traditional Education	603
Doing the same amount of work, often in less time	604
Taking responsibility for your own learning.....	604
Trying new learning methods and technologies.....	605
Online Education Is Lower in Quality Than Traditional Education	605
Recognizing the two types of accreditation	606
Determining whether an online program is accredited.....	607
Other factors that contribute to an institution's credibility.....	608
Online Education Is Less Personal Than Traditional Education	608
Instructor-to-class communication in news and announcements.....	609
Student-to-student communication in discussions	610
One-on-one communication via private e-mail or messaging	611
Other Myths You May Have Heard.....	613
Only kids take online courses	613
Online education is always independent.....	614
An online course is a great way to learn how to use your computer	615
Everyone cheats online.....	615

Chapter 3: Using ePortfolio to Track and Tout Your Accomplishments. 617

Developing an ePortfolio	617
Understanding how to use an ePortfolio	618
Checking out typical components of an ePortfolio	619
Choosing a method for creating an ePortfolio	624
Designing a successful ePortfolio	626
Transferring your existing portfolio to the Web.....	628
Documenting Progress and Preparing for Promotion	629
Utilizing organizational resources	630
Participating in professional networks	630