

Chapter 9

Working With Others

Lesson 9.1

Building Relationships

Lesson 9.2

Teamwork

CAREER CLUSTER

You will explore careers in the Hospitality and Tourism career cluster.



What You'll Learn

- You will learn the basics of working well with others.
- You will find out how to build relationships and deal with conflicts when they arise.
- You will discover why being able to work as part of a team is important.
- You will take a look at how teams work.





Get Ready!

Learning From Others

Survey two adults about an experience in which they worked closely with other people. Ask these questions:

- What did you have in common?
- How did you differ?
- What did you each contribute?
- What did you learn about yourself? About others?

Apply Review your results. What are some of the advantages and challenges of working with others? Discuss your conclusions in class.

Building Relationships

Discover

- The key to getting along with others
- How to build relationships with other people
- The part self-esteem plays in relationships
- How to deal with conflicts between people

Why It's Important

Getting along with others will help you at home, at school, and on the job.

KEY TERMS

- relationships
- respect
- empathize
- self-esteem
- conflict
- prejudice
- mediator
- compromise
- conflict resolution

How well do you get along with others? Think about all your **relationships**—your connections or dealings with people. You have relationships with your friends and family. You also have relationships with teachers and others each day at school. Then there are the people in your community, such as neighbors and shopkeepers. How do you treat all of these people? How do you behave toward them?

You may act differently with different people, depending on how well you know them. You don't have to know people well to get along with them, though. The key to getting along with people is quite simple. It's the same no matter who's involved. The key is **respect**, or consideration, for others.

Respect Is the Key

Remember your report cards in elementary school? In addition to grading your schoolwork, your teacher also commented on your social

Connect With Others

Learning how to build strong relationships is a skill that will help you throughout your life. *Why do you think that this is so?*



skills. Maybe your teacher wrote, “Works well with others.” Maybe he or she made these notes: “Respects other people’s opinions” or “Always willing to help others.”

All of these skills showed how well you got along with others. These skills are important on the playground and in the classroom. Employers take these skills seriously. They know that employees who have social skills have the key to good relationships in the workplace.

Getting Along With Others

Show other people respect. It sounds easy, but it can be hard work sometimes. As you know from experience, it’s impossible to get along with everyone all the time.

We’ve all known someone who made our surroundings at home or school unpleasant or difficult. The workplace is no different. There will be people you don’t like. Not everyone will like you. Some people will just be easier to be with than others.

You’ll want to do everything you can to build and keep good relationships with people at work. When you get along with your coworkers and others at work, you will do a better job. You will also enjoy your work more.

Ways to Build Relationships

Here are some pointers for getting along with others.

- ***Treat people as you would like to be treated.*** Be thoughtful and considerate.
- ***Try to understand the other person’s side.*** Be open-minded. **Empathize**—try to see things from the other person’s point of view and understand his or her situation.
- ***Speak carefully.*** Think of the way others will feel when they hear what you have to say. Share information clearly and thoughtfully so that others understand you.

Be Considerate

You can show respect, or consideration, for others in many ways.

How is this person being considerate?



- **Listen when others talk.** Let other people know you're interested in them. Pay attention to what they say. Ask for and listen to their opinions and ideas.
- **Help others.** Lend a hand if you see someone having trouble doing something. If you finish what you have to do, help someone else.
- **Be friendly.** Be pleasant and smile. Greet people. Invite newcomers to join you.
- **Have a sense of humor.** Find ways to see the light side of a situation. Let your sense of humor carry you and others through difficult times.

Try This Activity

Understand Productive Work Habits and Attitudes

Write job scenarios demonstrating positive relations among employees and between employees and customers. Then write job scenarios demonstrating negative relations among employees and between employees and customers.

Analyze Your Scenarios Compare and contrast the scenarios you wrote. What are the similarities and differences among the positive scenarios? The negative scenarios?

Getting Along With Yourself

Think about this. You treat other people the way you treat yourself. If you respect and like yourself, chances are you will feel the same way about others.

Help From Your Family

When family members help each other, they build strong relationships. *In what ways do you help members of your family? In what ways do members of your family help you?*





Believe in Yourself

Learning a new skill or reaching a goal you've set can boost your self-esteem.

What activities do you do well? What activities would you like to try?

Here's an example. Say you make a mistake. Do you put yourself down? Do you think to yourself, "I'm really stupid" or "I never do anything right"? If you do, you may put others down when they make mistakes.

On the other hand, you might say, "I made a mistake, but I'll get it right next time." When you do, you give yourself a break. You're realistic about your expectations for yourself. You understand that nobody's perfect. You will probably forgive others when they make mistakes.

How you feel about yourself—your self-esteem—affects how you get along with others. **Self-esteem** is your recognition and regard for yourself and your abilities. When you have high self-esteem, you are confident about yourself and what you can do. When you are positive about yourself, you are likely to have positive feelings toward other people.

Dealing With Conflict

Even when people do their best to get along, conflicts can arise. A **conflict** is a strong disagreement. It often occurs when people have different needs or wishes. Conflicts can occur in families and among friends and neighbors. Employees, employers, and customers may also have conflicts with each other from time to time.

Causes of Conflicts

People disagree for many reasons. Think about the last time you had a disagreement. Can you remember the cause? Maybe you felt that someone wasn't respecting your feelings. Maybe you and another person wanted two different things.

Conflicts have a variety of causes. Some are based on misunderstandings. These misunderstandings often occur when people don't communicate clearly. Other conflicts come about because people have different beliefs or opinions, or because of gossip and teasing, or jealousy.

Prejudice is another cause of conflict. **Prejudice** is a negative attitude toward a person or group that is not based on facts or reason. Prejudice causes people to judge others without taking the time to get to know them. When you see someone as a stereotype, instead of as an individual, it will inevitably lead to conflict.

Resolving Conflicts

No matter what its cause, a conflict is like any other problem. To deal with a conflict, you need good problem-solving skills. Some conflicts can be solved by the people involved.

You may disagree with your brother or sister about what television program to watch, for instance. After talking it over, though, you may be able to agree on a solution.



Stay Calm

Everyone experiences conflicts with others. *How have you handled recent conflicts? What would you do differently?*



Hospitality and Tourism

Does the idea of visiting far-off lands sound exciting to you? Perhaps you would enjoy a career in hospitality and tourism. You could work in a resort, for a tour company or an airline, or even on a cruise ship.

Critical Thinking

Why do you think a cruise director needs to be energetic and outgoing?

CRUISE DIRECTOR

Major cruise line seeks energetic, organized, creative, outgoing cruise director. Responsibilities include planning and organizing all on-board activities, supervising staff, acting as emcee during evening events, and acting as host of the ship.

If you can't agree, you may need to ask a family member to act as a mediator. A **mediator** is someone who helps opposing people or groups compromise or reach an agreement. When opposing sides **compromise**, they each give up something to settle a disagreement.

Disagreements at work can be handled in a similar way as conflicts at home and school. At work, a process called **conflict resolution** may be used to settle disagreements. **Figure 9.1** on pages 180–181 shows how conflict resolution works.

Preventing Conflicts

To prepare yourself for dealing with conflicts in the workplace, practice your problem-solving and communication skills and learn to control your anger. When you feel yourself getting angry, try these ways of cooling off.

- Take a deep breath and count to 10.
- Go for a walk or do something else that is physical.
- Laugh it off and walk away.
- Take a few minutes to have a “talk” with yourself.
- Remind yourself why you don't want to act angry.

Remember though, it's always best to head off conflicts before they even start. The best way to prevent conflicts from ever starting is to pay attention to your own behavior toward others. By exploring your actions, you may find qualities in yourself that you can improve. Perhaps you need to work on accepting other people as they are. Maybe you need to try looking at situations from another person's point of view.

Figure 9.1

STEPS IN CONFLICT RESOLUTION

Conflict resolution is a way to work out a solution to a problem. The people involved in a disagreement work together to bring the conflict to an end. *Where besides work might you use these steps to resolve a conflict?*

1

Define the Problem

Take turns describing the problem from your point of view. As you speak and listen, show respect for each other.



3

Evaluate the Solutions

Discuss the suggested solutions. Explain the part of each suggestion that you agree with. Also explain the part you cannot accept. Listen carefully as the other person does the same.



2

Suggest Solutions

Offer solutions to the problem.

Everyone has his or her own style of managing conflicts. The style you use will have a big impact on the outcome of the conflict. Your way of handling conflicts will also determine whether the conflict has positive or negative results.

Go back to the pointers for getting along with others listed on pages 175 and 176. See what you can improve. After all, your relationships with others begin with you.

4a

Compromise

If you are close to agreeing, compromise. In other words, give up something to settle the disagreement.



5

Get Another Point of View

If you can't reach a solution, invite a third person to help. Ask that person to listen and make suggestions for a solution.



6

Ask Someone Else to Decide

You both may want a solution but cannot agree on what it should be. Your only choice may be to hand the conflict over to a mediator. Agree that you will go along with the decision that person makes. Then ask the mediator to make the final decision.

4b

Think Creatively

If you can't compromise, brainstorm solutions. Think of as many ways as you can to approach the problem. Then try again to compromise.

Key Terms Review

- Write an essay describing experiences you have had getting along with or not getting along with others. Use each term below in your essay.
 - relationships
 - respect
 - empathize
 - self-esteem
 - conflict
 - prejudice
 - mediator
 - compromise
 - conflict resolution

Check Your Understanding

Choose the correct answer for each item. Write your answers on a separate sheet of paper.

- When you are positive about yourself, you are likely to _____.
 - lose the respect of others
 - gain control of others
 - get along with other people
- The first step to resolve a conflict is to _____.
 - explain your solution
 - define the problem
 - ask the other person to listen

Critical Thinking

Use complete sentences to answer the following questions. Write your answers on a separate sheet of paper.

- Can you have good relationships with other people if you have low self-esteem? Explain.

- How does learning to do something new help increase your self-esteem?
- What can you do to avoid conflict with others?

Character Building

- People Skills** On the Internet or in a newspaper, look for a classified ad for a job in the Hospitality and Tourism career cluster. Print out or copy the ad. Write a summary and description of the job. Identify the people skills needed for the job. Which of these skills do you have? Which skills could you improve upon or develop? Name one thing you can do to begin developing one of these skills.



Teamwork

- Design a Mediation Program** Many schools use peer mediation to deal with student conflicts. In peer mediation, specially trained students help resolve conflicts among their peers, or people their age. Work with a group of classmates to research peer mediation programs. Use library or Internet resources to find out the details of how these programs work. Share your information with the class. Consider starting a peer mediation program at your school.



Teamwork

Think of all the ways you work with others at home and at school to get things done. Perhaps you pitch in at home to help your family do chores. Maybe you and your classmates have put on a performance or held a fund-raiser. You might be a member of the student council, making decisions with others about school activities. Don't forget all the projects you've completed in cooperative learning groups. Working as a team member will continue to be important when you enter the world of work.

The Importance of Teamwork

What do wolves, the organs in your body, musicians, and soccer players all have in common? They all work as a team! Wolves live in packs because they have a better chance of surviving if they band together. They may also feel a need to be

Discover

- Why teamwork is important
- The steps involved in teamwork
- Problems teams face and how to handle them

Why It's Important

People work together to complete all kinds of projects. You'll use team skills in school and in the work you do someday.

KEY TERMS

- collaboration
- empowerment
- brainstorming
- team planning
- assess



Work Together

Sharing goals and responsibilities as part of a team is an experience that is valuable to everyone. *What goals have you shared with others on a team? How did you contribute to meeting your team's goals?*

The Global Workplace

The Politics of Personal Space

Next time you're talking with someone, stop and take a look at how far apart you're standing. You're probably at arm's length, about 30 inches. This is the average amount of personal space Americans are comfortable with. You might notice a shift in this space when you travel outside the United States. In Asia, people will stand farther away from you during a conversation. In South America and the Middle East, expect people to stand much closer to you during a business conversation. They might even touch your arms, hands, or shoulders while they speak.

Until you know a culture's rules though, it is best that you not touch others—especially women—while in conversation.

Internet Activity

Using the Internet or library resources, find out what topics of conversation are considered polite in one other country. Which topics are impolite in this country? Go to the *Exploring Careers* Web site at exploring.glencoe.com for a list of Web sites to help you complete this activity.



part of a group, just as we do. The human body functions smoothly, with each organ doing a different task. It takes all the organs working together, though, to keep us alive and healthy.

Musicians work together when they practice and perform. Each musician plays an integral part in the musical group's performance. As for soccer players, a good team offense and defense require good teamwork.

Teams in the Work World

Businesses today rely more and more on teams of workers to get jobs done. There are hospital surgical teams, software design teams, and book sales teams, to name only a few. In each case, the members of the group collaborate. **Collaboration** means working with others for a common purpose. The team's

purpose may be to plan and complete a difficult operation. It may be to create a new computer game. It may be to break the record for the number of books sold in a year. Members of teams share the responsibilities and rewards of their efforts.

“Two heads are better than one.” That’s what they say. More people on a particular job or problem means more chances for creative solutions.

The Benefits of Teamwork

Businesses find that teams can get more done than the same number of people working separately. The goods teams make and the services they offer are of higher quality. Fewer supervisors are needed when people work in teams.

Team players also benefit. They tend to feel good about their work because they are empowered. **Empowerment** is the feeling of power and satisfaction that comes from being directly responsible for your work decisions.

Team members are empowered to share their ideas in order to find solutions to problems. Brainstorming is a creative method that teams use to come up with ideas to solve problems.



A Diverse Team

People working together on a team may come from a variety of backgrounds.

How might their different backgrounds benefit the team and its work?

Attitude Counts

Perfection

It's got to be perfect! Although it's good practice to approach tasks with energy, always expecting perfection can cause problems. Remember, everyone is human. If you try to do everything perfectly, you will probably be disappointed and become stressed. Focus on doing your personal best at the moment, and you are sure to be a success.

Cooperative Learning Activity

Team up with several classmates and finish these sentences:

- Perfectionism is
- Perfectionism can cause

Share your team's completed sentences with the class.

Brainstorming is a method of shared problem solving in which all members of a group contribute ideas.

Team members often get to perform varied tasks, which makes work interesting. They may also share skills, expertise, and ideas. If you want to learn more about computer graphic design, for instance, another team member may be able to teach you. Then you could help that person with his or her tasks. That makes both of you more productive and more interested in your work.



Try This Activity

Pool Your Ideas

Test it out for yourself. Think of a problem at school. Write down as many ways to solve the problem as you can in one minute. Then ask three friends to do the same. Put all of your ideas together. Is the list longer than when you started it?

Evaluate the Ideas What ideas did your friends have that you didn't think of? Did any of your friends' ideas give you new ideas? A variety of ideas and points of view is one of the best reasons for working as a team.

High self-esteem is common among team players. Teams are usually in charge of their own work, and team members often help make and carry out decisions. Because all team members contribute to the result, they all feel good about themselves and what they can do.

As an extra bonus, people who work on teams usually learn to get along well with each other. That's because they have a chance to get to know each other's behaviors, attitudes, and ways of thinking, so they aren't so quick to judge one another. That means cooperation instead of conflict in the workplace.

Team Planning

Imagine that you and your friends have decided to throw a surprise birthday party. What will happen if you each go ahead and do what you think should be done? You may take care of some things, but you may forget others.



Learn as a Group

Think of a group project you've worked on. *What did you learn from the experience that might help you in a future career?*

If you plan the party together, you will have much better results. One person can send invitations. Another can decorate. One can be in charge of music, and another can buy the food. The end result will be a great party.

The same goes for running any successful team project. Before you start, you should make a plan. Since you will be working as a team, plan as a team. **Team planning** involves working with other team members to set goals, assign tasks, and assess results.

Setting Goals

Taking time to set goals helps everyone understand the purpose of the group. When you set goals as a team, you will all be moving in the same direction.

Take it from Nate, who found out the hard way what happens when people on a team have different goals. Nate thought it would be fun to form a basketball team and join the summer league. "Most of us just wanted to shoot some hoops and have fun," Nate explains. "There were a couple of guys, though, who were out to win the city championship. I figured that out pretty quickly. They got really angry every time we lost a game. After a few losses, it was no fun playing together anymore."

Can you think of times when you've been in a group in which people had different goals? It probably was not a good team experience.

Sometimes the best way to approach a large project is to use “stepping-stone goals.” Short-term, medium-term, and long-term goals can be stepping stones to your final goal. These in-between goals, which you read about in Chapter 5, work as well for groups as for individuals.

Assigning Roles and Tasks

It’s important for each team member to have a role, or part to play. Sometimes a person’s role is a task, such as “buy the food.” More often, your role as a team member will take advantage of your interests and skills.

Remember that party you were planning? You might choose the person with the best computer skills to create party invitations. The artist in the group might be in charge of decorations. The one who always has the latest music would probably do a good job handling the music. On a team, no one has to be good at everything. You all can take advantage of each other’s interests and skills.

No matter what your role, the other members of the team will count on you. If you do not do your job, everyone loses. Say you’re planning that surprise birthday party with three other friends. Since there are four team members, you divide the work into four tasks: invitations, decorations, music, and food.



Try a New Role

You probably have many opportunities in group projects at school to play a role that’s new to you. *What new role would you like to have in your next group project? Why?*



Team Roles

In order for a team to be successful, each member needs to have a role, or part to play. *How should a team decide what role to assign to each team member?*

If all four team members do their part, the party will be a great success. What happens if the person in charge of bringing the food doesn't do his or her job? No one gets a slice of birthday cake, that's what happens!

Team Characteristics

Make a list of the characteristics of an effective team member. Next to each characteristic, explain how such a characteristic could be developed.

Develop Your Strengths Write a report explaining which characteristics of an effective team member you have and why. Explain how you have used each characteristic in the past during team projects. Which characteristics of an effective team member do you need to develop? How do you plan to develop those characteristics?

Try This Activity

Assessing Results

No birthday cake at a birthday party is a problem. Problems are less likely to crop up if team members meet from time to time to **assess**, or judge, their progress. Team members should meet on a regular basis—daily, weekly, or monthly—as the project demands.



Sharing Leadership Roles

Q: I'm good at being a team leader, but my teammates just think I'm bossy. What should I do?

A: It's good to develop and use your leadership skills, but everyone in a team needs to feel that his or her skills are also valued and used. Share the role of leader. You might find that you excel in the role of a cooperative team member. When you are in the role of team leader, remember to encourage and support teammates. No matter what your role, listening and communicating are always the keys to working well with teammates.



Meet and Talk

Team members need to meet and talk about how they're doing and where they're headed.
How often do you think a team should meet to assess its progress?

Communication is important. When team members gather regularly, they can assess their progress and share any difficulties they are having. If necessary, the team can reassign roles and tasks. Sometimes the team may even decide to rethink its goals.

It's also a good idea to assess a project when it is over. Frequently, someone "higher up" will evaluate the outcome of a project. That person may be a parent, a teacher, or a supervisor.

Customers and other observers can also help assess a team's work. They point out strengths and weaknesses. Listen carefully to their comments.

- “ The design team was very creative, but the people were not easy to work with. ”
- “ We couldn't have asked for better service and food at our party. ”
- “ My hospital stay went so smoothly. I had great care, from the admitting nurse to the surgeon to the young volunteers. ”

The team itself should also assess what it has accomplished. Self-assessment can make each group experience better than the last. The team as a whole and individual team members might check their work by asking questions such as:

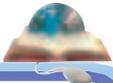
- How well did I do my job?
- How well did other members of the team do their jobs?
- How well did we work together?
- What could we do differently next time?

Dealing With Problems

Teams face their share of problems no matter how well organized they are. Think of the groups in which you've participated. If you've had a bad experience working in a group, don't give up. Groups differ, just as individuals do.

Figure 9.2 shows some common problems teams face. Most of these problems can be avoided. How? Team members must set clear goals, take action promptly, and most important, keep communicating. By doing this, teams can more easily come to a consensus, or agreement, about any issues that do arise.

Teamwork is challenging, but it can also be fun. As with many other skills, the secret is practice. Practice now while you're in school. Put your team skills to work wherever you can. Today's workplace needs people who can be part of a team. If you practice, you'll have what it takes.

Exploring Online 

Remember, one of your best resources is exploring.glencoe.com

Figure 9.2

PROBLEMS TEAMS FACE

- Unclear goals
- Misunderstandings about decision making and leadership
- Competitiveness among team members
- Team members not doing their share of the work
- Bad feelings because an individual's efforts are not recognized

Avoid Trouble Working on a team can be hard work. *What solution can you suggest for one of the problems teams face?*

Key Terms Review

1. Make a poster that tells about teamwork and the three main steps of team planning. Explain your poster to the class in an oral presentation. Use each of the key terms in your presentation.
 - collaboration
 - empowerment
 - brainstorming
 - team planning
 - assess

Check Your Understanding

Tell whether each statement is true or false. Rewrite any false statement to make it true. Write your answers on a separate sheet of paper.

2. Team planning involves setting goals, assigning tasks, and making sure you are in charge.
3. Setting goals as a team helps everyone move in different directions.
4. Team members need to keep communicating to avoid problems.

Critical Thinking

Use complete sentences to answer the following questions. Write your answers on a separate sheet of paper.

5. Why is teamwork important in school? How will knowing how to work on a team be important to you in the future?

6. What might happen if you do not assess your progress when working as part of a team?

Connecting to the Workplace

7. **Teamwork in Hospitality and Tourism Careers** Choose a hospitality and tourism career that sounds interesting to you. Investigate the use of teams in this career. Use library resources and the Internet to gather information. If you have time, interview someone with a job in this career, in person or by telephone. Write a one-page report that summarizes what you have discovered about teamwork in this career.

Community Involvement

8. **Plan a Drive** Make a contribution to a local charity by planning a clothing drive, a food drive, or a book drive. Team up with several classmates and select the type of items you will collect and the charity to which you will donate the items. As a team, set your goals. How many donations? How quickly will you collect them? Decide your team member roles and tasks. Present your team's plan to the class.



Investigating Career Clusters



HOSPITALITY AND TOURISM

- Hospitality** ● Lodging and food and beverage management and service
- Tourism** ● Services involving travel planning, tourist information, guided tours, entertainment, recreation, and meeting planning

Job Title	Work Description
Athlete	Participates in professional competitive athletic events to entertain audiences
Chef	Prepares meals, plans menus, sets prices, designs food presentation, manages food costs, educates service staff, and oversees kitchen staff
Fitness Trainer	Evaluates and advises people on achieving physical fitness
Hotel Clerk	Provides services to hotel, motel, and other lodging establishments
Lifeguard	Monitors activities in swimming areas to prevent accidents, rescues swimmers, and administers first aid
Recreation Worker	Organizes and leads programs in recreational facilities
Tour Conductor	Points out interesting locations to tourists and answers their questions
Travel Agent	Gives advice on destinations and makes arrangements for travelers

Exploration Activity

Hospitality and Tourism Use library and Internet resources to research a career in the Hospitality and Tourism career cluster. Write a report on your findings. Include information about the kinds of work, the skills required, the working conditions, the training and education required, and the career outlook.

Cooperative Learning Interview a classmate about the career he or she researched. Find out as much information about that career as you can during the interview. Then have your classmate interview you about the career you researched. Afterward, share what you learned with the class.

Chapter Highlights

Lesson 9.1 Respect for others and a positive attitude about yourself are keys to getting along with others.

Lesson 9.2 People who work on teams generally get along well with each other. On a team, they have a chance to get to know each other.

Key Concept Review

Use complete sentences to answer the following questions. Write your answers on a separate sheet of paper.

1. What is respect?
2. What are five causes of conflict?
3. When might you ask a third party to make a decision to end a conflict?
4. What is involved in team planning?
5. What kinds of problems do teams often face?

Critical Thinking

Use complete sentences to answer the following questions. Write your answers on a separate sheet of paper.

6. Why is a sense of humor helpful in getting along with others?
7. Do you think you have a positive attitude toward yourself? Why or why not? How could you develop one?
8. Why might close friends have conflicts?

9. What kinds of things have you done with a team that you could not have done alone?
10. What would you do if someone on your team wouldn't do work?

Skill Building

11. Thinking—Problem Solving

Matt shares a bedroom with his brother, Josh. Josh never finishes his homework early enough for Matt to listen to music before bed. Matt's light bothers Josh when he is trying to sleep. List two solutions that are fair to both Matt and Josh.

12. Interpersonal—Participates as a Member of a Team

Work together with five or six other students to prepare a newscast. Cover recent events at school and in your community. Choose a director, writers, researchers, reporters, and an anchorperson. Rehearse, then present your newscast to the class.

Academic Applications

13. Social Studies



Read a daily newspaper for one week. Collect examples of conflicts. Look in all the sections of the paper: front page, sports, features, even the comics and advice columns. In each case, identify the conflict, the people involved, and its outcome. Choose one example. Write a letter to the people involved. Tell them what you recommend and why.

14. The Arts



Look at the light side of getting along with others. Draw a comic strip about building relationships. Paste it at the top of a sheet of paper. Circulate your comic strip among your classmates. Ask them to comment on your comic. How did they interpret it? Did they find it funny? What did it teach them?



Get References

- **Develop** a list of references.
- **Consider** asking current and former teachers, counselors, coaches, club leaders, employers, and internship and volunteer supervisors.
- **Send** potential references a letter requesting a reference.
- **Secure** permission from at least five people to use as references.
- **Organize** your list of references by noting each person's job title, relationship to you, address, phone number, and e-mail address.
- **Title** the document *References* and file it in your Personal Career Portfolio.
- **Update** the document as you find new people who agree to be a reference.
- **List** your portfolio entry on your Personal Career Portfolio contents page.