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Mindfully negotiating a career with a heart

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It's a pretty good day layin' stone or brick. Not tiring. Anything you like [love] to do isn't tiresome. It's hard work; stone is heavy. At the same time, you get interested in what you're doing and you usually fight the clock the other way. You're not lookin' for quittin.'

—Stonemason in *Working* by Studs Terkel

I can't say what I'm doing has any value. This doesn't make me too happy. If I could learn to live with the wheel—but I can't. If I make an error and it costs the customer money, it's as though it were my money.

—Stockbroker in *Working* by Studs Terkel

Why do some people love their careers when others do not? We may be tempted to attribute differences in how individuals feel about their careers to the nature of their work. In particular, we may assume that careers requiring high levels of education or that are highly paid may be more likely to engender love. The opening quotes from *Working*, Studs Terkel's 1974 oral histories of working America, however, suggest otherwise: while the stonemason expresses understated yet evident passion for his career, the stockbroker conveys frustration. And yet, if additional stonemasons and stockbrokers were interviewed, some interviewees from each occupation would love their careers, while others from the same group would not.

When we speak about loving one's career, we are referring to something fundamentally more enduring and exuberant than mere job satisfaction. Whereas job satisfaction implies basic "liking" of a particular job held at a specific point in time, "loving" a career means having a long-term passion for work that spans multiple jobs, across multiple points in time. The stonemason in the example above reflects this type of strong, enduring feeling. He describes his love of working with stone over the course of his career, without anchoring his love to a particular employer or job.

Focusing on love of rather than satisfaction with one's career is valuable because we currently lack a set of strongly positive terms to mirror strongly negative concepts such as job burnout. By emphasizing that people can and do love their careers, we add balance to the discussion of how people can feel about their lifelong work journeys.

We believe that people are likely to love their careers when they have *a career with a heart*. We define three dimensions of this concept and illustrate these with real-world examples. We then turn to the important question of how to pursue this kind of career. We suggest that developing and sustaining a career with a heart requires a process of *negotiating mindfully*. A mindful negotiator engages a reflective capacity that focuses attention on both the mind and the heart, thus enhancing a person's ability to negotiate beyond instrumental issues (e.g., salary) and consider the broader issues of life and well-being.

A career with a heart is realized over time, through continuous, mindful negotiations with relevant others. The negotiated journey toward a career with a heart is important to understand, because having such a career can yield not only long-term love for what one does, but also a host of beneficial outcomes for individuals and organizations. Executives can engender these positive outcomes in two ways — by pursuing their own careers with a heart and by helping others do the same.

A CAREER WITH A HEART

Our notion of a career with a heart is inspired by Herb Shepard's article, "On the realization of human potential: A path with a heart:"

The central issue is a life worth living. The test is how you feel each day as you anticipate that day's experience. The same test is a predictor of health and longevity. It's simple.

By "path," Shepard means a person's entire journey through life, including work, family, and personal experiences. Here, we focus on one sphere in that life: a person's

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career. By career, we mean the series of work experiences that a person accumulates over the course of his or her working life (as defined by Douglas T. Hall in *Careers In and Out of Organizations*). Thus, a career is "bigger" than a job; it is the sum of all of a person's jobs over that person's life span.

Passing the "test" that Shepard describes — which involves evaluating how one feels when awakening and envisioning the day to come — means having such passion for what one does that one cannot wait to get going and engage with work that day. This is where the *heart* comes in. Does the person love what he or she will be doing that day? Is the person excited and energized about what lies ahead? Is he or she motivated to persist and work each day, even when confronted with challenges? Responding "Yes!" to these questions hints that one may indeed have a career with a heart.

Such positive emotions go far beyond job satisfaction. Satisfaction relates more to the head than the heart. According to industrial/organizational psychologists, a person can be satisfied with a job for many reasons. Someone can be satisfied with pay and benefits, coworkers, a supervisor, an employer, prospects for promotion, work–life balance, or other instrumental aspects of the work. Although job satisfaction can be derived from these job elements, a career with a heart stems from fulfilling broader human needs. Having a career with a heart refers to how one feels about the work itself as well as to the positive emotions derived from intrinsic enjoyment of one's daily activities. This deeper form of passion — involving both the head and the heart — could translate into going above and beyond expected efforts in working with a client or fuel shared motivation toward a work goal with a fellow employee. The sense of having a heart may fluctuate somewhat from job to job, but love for the work itself, over the course of a career, is long-term and lasting. Thus, another important difference between job satisfaction and a career with a heart is duration. That is, whereas job satisfaction is based on one specific job, a career with a heart describes the entire trajectory of a person's work over time.

People who have a career with a heart are likely to reap substantial, life-giving benefits. According to Shepard, pursuing this type of rich career would result in positive *resonance*, *tone*, and *perspective*. *Resonance* refers to a feeling of being "in tune" with other people and the environment. *Tone* is a sense of vitality, relaxed alertness, good muscle tone, and emotional aliveness. The idea of tone fits well with the positive organizational scholarship concept of thriving at work; that is, having positive energy and enjoying continuous learning through doing one's job. Finally, having a sense of *perspective* means being able to view oneself positively in the broader scheme of life.

We conceptualize a career with a heart as comprising three key dimensions (see Fig. 1). First, the career must be self-directed and aligned with an individual's own values. In other words, the career must be *protean* in orientation. Second, the career must generate strong positive emotions, such as joy and excitement, for the person. Third, the career must fit well with the person's broader life, beyond work.

To illustrate a career with a heart, we turn to the story of someone we will call Mitch, an employee of a multi-site surf and board sport retail store with nearly 200 employees. Mitch

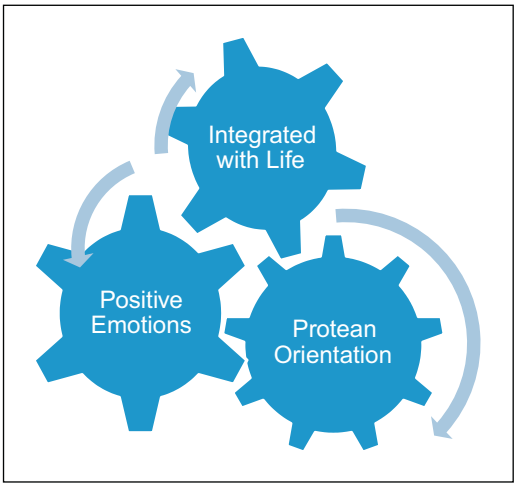

Figure 1 The Three Dimensions of a Career with a Heart.

— a floor salesperson and a surf team manager who coaches sponsored athletes on the store's team — might summarize his successful career in the surf industry as follows:

> *People start telling me I'm good with people . . . I think that's how I got every job in the surf and board sport industry. I was one of the best surfers around here at that time, and then I traveled and competed and got to know people, and then I was known as having the attitude of treating people the way you want to be treated. Treating them nice. But I was just trying to teach them about surfing and the importance of matching gear. I discovered that I was as passionate about sharing my knowledge as I was about surfing myself. So really, customer service, I guess I sorta just share the love I have built into me. And then, after work I go out to surf myself.*

We refer to Mitch again, in the following sections, to illustrate the three dimensions of a career with a heart.

Career Driven by a Protean Orientation

According to Douglas T. Hall, a protean career is one in which the individual has a strong sense of personal agency, is self-directed, and is driven by deeply held personal values. *Personal agency* implies that a person's career is in his or her own hands, rather than managed by his or her organization (as is the case with a more traditional career). *Self-direction* refers to a person's sense of control and feeling that they can make a difference. Robert White, a pioneer of motivational theory, asserted that humans (and indeed animals) strive for competence, seek to influence the environment, and want to know that what they do has an impact on something (or someone) other than themselves. This aligns with more recent research conducted on motivation and prosocial behavior, which has shown that performance is enhanced when employees are aware of the effect their work has on others. In a way, this knowledge imbues their sense of efficacy with value, because they are aware that they can positively influence others.

The other characteristic of a protean career orientation is *alignment with values*. To be driven by one's values, a person

must first be clear about what those values are. In other words, a person must attain clarity about who he or she is and what is most important on a personal level. Thus, journeying toward self-awareness is a critical mechanism for building one's career. Having knowledge of one's values allows one to maximize job-related choices made during the course of a career. Whether one's values relate to goals that are extrinsic, intrinsic, or pro-social — note these are *not* mutually exclusive — anyone can pursue a career with a heart, provided that self-awareness leads to choosing goals that align with deeply held values.

Identifying personal values takes personal reflection and soul-searching; unfortunately, these are activities that individuals rarely make (or have) time to do. Yet reflecting can help an individual realize how his or her skills and experiences can best be leveraged towards pursuing a career with a heart. For example, someone who is passionate about sports and living a healthy, active lifestyle would likely find it fulfilling to work in the action sports industry. Such a person would see his or her work as contributing toward a greater goal, such as helping others cultivate healthy choices or fostering active and healthy lifestyles in society. The person might work in finance, sales, or human resources, but the chosen industry would still be aligned with personal, deeply held values. It is this alignment that provides the platform on which a protean career can be built.

Mitch (our surfer) exemplifies these ideas, in that he understands the connection between the surfing lifestyle, the sport of surfing, and his job in the surf retail store. Indeed, these dimensions of his life share the same values and are self-driven. That is, they are consistent with values that Mitch holds, and he proactively made choices during the course of his career to stay true to these values. This holistic approach to his career helps Mitch serve customers with informative authenticity. Another arena in which this approach aids Mitch is hiring decisions. In fact, Mitch believes that how someone surfs signals what kind of coworker he or she will be:

> *When you surf, your personality comes out. You can learn a lot about somebody that you don't know by just surfing with them. The beliefs and attitude on the water also surface on the sales floor. If they're all gnarly out in the water, very talkative and loud — you kinda might not wanna work with them. But somebody that shares waves, who says 'Go! Go! Go!' and somebody that's stoked when they see you on the wave, you go 'I'd like to work with that guy!' You can picture a team player, jumping in when you're overwhelmed, swamped with two or three customers . . . you can trust that they got your back.*

Mitch appreciates the deep-seated connection between the sport, the lifestyle, the industry, the organization that employs him, and his role within the organization.

Finally, a protean career orientation is a mindset rather than a pattern of behaviors. That is, you cannot discern if a person has a protean career just by observing career behaviors, such as mobility. Moreover, traditional career success is measured by observable, objective criteria (such as pay and promotions), whereas protean career success is assessed by the individual according to internal and psychologically subjective criteria.

The protean dimension is important because it explains why people who have a career with a heart (such as Terkel's stonemason) tend to find their work meaningful. Individuals with a protean orientation often make changes in their work — acting in a self-directed manner and driven by their values — until they feel they have meaning. Career meaning can stem from many different sources. For example, one lawyer might find meaning by attaining the status of partner and being challenged at a competitive law firm. Another lawyer might derive meaning from providing service to low-income clients. It is just as legitimate to find meaning in and value extrinsic factors such as status, power, and financial compensation, as it is to derive meaning from intrinsic (e.g., continuous learning) or pro-social (e.g., helping others) sources. Indeed, it is not only people who answer a higher calling (e.g., Mother Teresa) who can have a career with a heart. Likewise, people who pursue work because they feel a "calling" (to serve a certain purpose) do not necessarily have a career with a heart. A calling can engender a sense of meaning, but if that calling is perceived as a negatively tinged obligation, it may concomitantly lead to bitterness and suffering. The positive career path we are describing resides not only in a person's mind, but also in his or her heart.

Career Generates Positive Emotions

The second component of a career with a heart is that it has the capacity to generate positive emotions over time. If a person loves at least one aspect of his or her career, he or she will likely associate positive feelings with work. Researchers have found that employees who reap any form of positive emotion from a job — joy, happiness, gratification, pride, or contentment — are likely to spread that positivity to others, have increased personal wellbeing, feel enhanced energy, and ultimately exhibit improved performance. Here we suggest that experiencing positive emotions because of a job is critical to psychological career progress and success.

Notably, a source of positive emotions for one person may not serve as a source for someone else. For example, some members of an orchestra may love playing their instruments, whereas others may instead experience strong positive emotions from audience appreciation. Still others may love giving private lessons: for these musicians, participating in the ensemble is motivated mainly by the paycheck. Because the source of positive emotions is so individual, we urge readers to pause and reflect. Consider what aspects of your past, current, and potential future jobs may be sources of love for you. When have you felt truly happy? What aspects of your work have yielded strong positive emotions? Answering these questions may help guide you to your own career with a heart.

Of course, no career produces perpetual positive emotions. Particular jobs along one's career path, or aspects of a specific job, may be challenging, difficult, mundane, or downright boring. These jobs or elements of a job may lead to negative emotions, such as frustration or anger, at the particular moment. However, the difference between a career with a heart and a career that lacks heart is that the former will lead, fairly consistently, to positive emotions over time.

Ironically, with the U.S. transitioning from a manufacturing- to a service-based economy, an abundance of jobs (e.g., salesperson, server, flight attendant, retail store owner) entail expressing positive emotions in order to serve the customer. These emotions are not necessarily authentic in

the moment. This type of required emotional display has been referred to as "emotional work," wherein employees need to monitor and regulate felt emotions (such as being in a bad mood) to mask negative feelings. Despite the energy it takes to do this, employees have noted that they actually benefit from this regulation. Research has found that expressing positive emotions (even if it may feel somewhat inauthentic) leads to two outcomes. First, when a person displays an emotion, he or she tends to start feeling that emotion. So, putting on a fake smile or pretending to be happy can actually lead to feeling happy (or, as the expression goes, "fake it 'til you make it"). Second, emotional regulation enables individuals to perform well in their jobs, leading to satisfaction, proficiency, and accomplishment.

Mitch embodies how emotional work takes effort but can lead to actual positive emotions. Mitch's coworkers described him as a friendly, soft-spoken guy; he exudes positivity and helpfulness and believes in maintaining a positive attitude. As he says, "I could actually have a bad day, but the customers I speak with don't even know it." Mitch strives to maintain authenticity in his role, fulfilling the organization's need for a helpful and upbeat sales staff. Building on this sentiment, he commented:

> *I walk into work, and I could have a really crappy day. But I turn the switch, and go 'Okay! I'm walking into work now, it is all positive! Put that behind you!' Being negative and mellow or being upbeat or totally happy — those things are huge in the retail world. You need to come into here with that same energy every time. That's when you're happy, and you're in a good flow, and you have good relationships with customers and you get return customers because of it!*

Mitch describes that by "turning the switch" of his emotional state, he feeds off positive customer interactions; in other words, he gains their energy. Thus, by the time he is done with work he tends to forget his original unhappiness.

Having a career with a heart does not mean feeling great about one's work all of the time. Instead, it's about enjoying positive emotions as a result of one's work, over time. These positive emotions act as fuel, providing the sustenance for progress and facilitating one's ability to continuing pursuing a career with a heart.

Career Fits with Overall Life

For people to love their careers fully, they must love the work itself, and feel good about how the work fits in with the rest of their lives, across multiple domains such as family, community, and leisure. For example, a technology analyst might thoroughly enjoy working with his or her clients and writing reports, but find the number of hours worked each week unsustainable in the context of his or her health (increasing fatigue, for example) and family demands (needs of aging parents). That analyst will not love his or her career. This individual's overall career will not represent a career with a heart, despite a strong sense of passion for the work itself. Naturally, having work one loves cannot compensate for living a life whose pieces do not add up to a whole that is personally fulfilling.

The analyst's work could possibly become a career with a heart, however, if changes are negotiated to improve its fit with overall life. For example, the analyst could reduce work hours to accommodate health and family demands or find a creative, satisfactory way to address the demands without decreasing work hours. Sharing parental care more equally with siblings, job sharing with another employee, or taking time off to recover from illness represent ways to redesign the analyst's work and nonwork responsibilities. In other words, the form of "fit" that enables one to love one's work depends on the individual. One technology analyst might prefer finding caregivers for his or her aging parents, whereas another analyst might feel it is important to provide that care him- or herself.

Mitch provides a good example of fit. During the busiest times of the year (for example, when professional competitions are occurring at local surf breaks or during the peak summer season), Mitch works longer hours. However, he takes extensive time off at other times to replenish his personal energy reserves. Being honest about his limitations and communicating his needs to his employer has enabled Mitch to maintain a healthy balance in his life. He sees this as taking care of himself, and his employer's openness to these cyclical breaks is a form of caring, much like a parent—child relationship. In fact, Mitch believes in treating both customers and former coworkers like family. For example, he says:

> *If former employees come back to buy something, I think of them as 'family for life' and not only will we help them out with the 15% discount, they will hang out and get coffee or lunch, because they are a part of what built this place into what it is today. And, while I do see them as 'family,' I spend my vacations with my grandchildren, often on the beach teaching them how to surf.*

Acknowledging both the organization's history and the surf culture demonstrates the cohesiveness with which Mitch approaches his job and career; the involved others are not merely employees, but "members." They do not just share the company name stamped on their paycheck, but they also share identity.

Not everyone is lucky enough to integrate an activity for which he or she has a personal passion, such as surfing, with his or her job. For some people, such integration might be too much, such that it leads them to no longer enjoy their hobby. In some circumstances, a hobby is meaningful because it is significantly different from work and thus provides a reprieve. For example, an engineer who relaxes by playing the piano in the evening might not want to be a concert pianist. He or she may love his or her work *and* the piano, seeing them both as "play," but valuing one as a career and one as a leisure activity.

In sum, even if an individual thrives in his or her work environment, he or she will not have a true career with a heart unless the work structure and requirements create an overall life in which all domains are perceived as fulfilling. In this way, a career with a heart is a step towards Shepard's broader notion of an overall path with a heart.

THE CAREER AS A SERIES OF MINDFUL NEGOTIATIONS

Careers do not just happen; they take work. Being self-directed means taking personal responsibility for one's

career choices, decisions, and behaviors. But even self-directed individuals do not function in a vacuum: they must interact with and rely on other people, and those people have their own agendas. Working with other people involves negotiating identities, roles, and mutual expectations. Indeed, whether working as an independent contractor or as an employee of an organization, negotiation is an interpersonal decision-making process that is essential to career growth. To proactively and effectively manage one's career requires negotiation — whether with an employer, a customer, a partner, a family member, a colleague, or a host of other "role senders" (people who play a role in a person's career and whose expectations "matter"). Without negotiating to achieve career changes and manage a career trajectory, a career will likely remain stagnant.

Pursuing a career with a heart requires a broader conceptualization of interpersonal negotiations, which typically focus on instrumental aspects of work such as tasks, responsibilities, compensation, reputation, and promotions. Shirli Kopelman conceptualized *the mindful negotiator* as a person who is aware of and integrates both the mind and the heart and who values holistic, person-to-person interactions. A mindful negotiator conceptualizes his or her role as broader than the formal negotiation relationship. For example, a manager negotiating an employee contract will attend simultaneously to the manager—employee relationship and approach the employee with the same respect and concern that he or she might extend to a relative or friend. This positive and holistic view of people and relationships is grounded in humanistic psychology. Humanistic psychology, including the classic works of Abraham Maslow and Carl Rogers, emerged as a reaction to mechanistic and negative outlooks presented by psychoanalytic and behaviorist views of personality. First, rather than being driven by fears and ego or behaving based on previous conditioning, people have the capacity to change, and each person has the potential for healthy and creative growth. Second, the ideas of positive regard, empathy, and being genuine create a foundation for compassion toward oneself and others. Thus, negotiating mindfully is not constrained by formal roles and is characterized by positive regard.

Negotiating mindfully also requires a reflective capacity, which is a state of mind that allows objective observation and accepting one's thoughts and feelings in the moment. Kabat-Zinn, whose research has contributed significantly to modern healthcare, described mindfulness as intentionally focusing one's attention on the experience occurring at the present moment in a nonjudgmental and accepting way. Mindfulness can be developed through disciplined practices such as meditation, and has been shown to lead to improved psychological and physiological wellbeing. Striving toward a nonjudgmental stance — coupled with not immediately reacting to one's own thoughts and emotions — engenders a better understanding of oneself and a situation, and serves as a foundation for a more strategic behavioral response during negotiations. A mindful negotiator can re-script or re-plot the current moment as he or she reflects on and integrates his or her thoughts and values, as well as the full gamut of emotions he or she may be experiencing. When describing the mindful brain, Daniel Siegel suggested that:

> *Being mindful opens the door not only to being aware of the moment in a fuller way, but by bringing the individual closer to a deep sense of his or her own inner world, it offers the opportunity to enhance compassion and empathy . . . As we also become aware of our awareness, we can sharpen our focus on the present, enabling us to feel our feet as we travel the path of our lives. We engage with ourselves and with others, making a more authentic connection, with more reflection and consideration. Life becomes more enriched as we are aware of the extraordinary experience of being, of being alive, of living in this moment.*

This holistic approach to integrating the cognitive and emotional selves when negotiating can help facilitate a career with a heart, which we suggest is informed equally by values and positive emotions.

Mindful negotiators attend simultaneously to both their own and others' protean orientations, emotions, and factors that enable fit with a person's overall life, as well as the instrumental dimensions of career negotiations. Frequently, negotiation is viewed as a self-serving process. Yet, negotiations can provide an opportunity to create value on both sides of the table. During career-related negotiations, value can be created to generate higher joint gains for both the employer and the employee. There are two ways to create value in negotiation. First, identify and agree on issues that are compatible and bring value to both parties. Second, trade off concessions on lower priority issues for gains on higher priority issues. Negotiators' interests represent their underlying motivations and desires; in other words, interests drive why someone takes a particular position on an issue. In theory, a negotiator should be flexible in his or her position, assuming that his or her primary interest will be met. Negotiators' priorities reveal the relative importance of, or preferences for, one issue over another. The key to identifying compatible issues and trade-offs is to understand the relationship between one's own and the other party's interests and priorities. The negotiation literature has established the relevance of negotiators' interests and priorities for creating instrumental value in negotiations. A mindful negotiator can extend these value creation mechanisms to the pursuit of a career with a heart.

To pursue a career with a heart, one must negotiate along three dimensions — protean orientation, positive emotions, and integration with life. It is important to remember that objective career success (e.g., status or pay) does not necessarily reflect a person's own subjective experience of career success. Having a mindset that one can create value suggests striving for both objective and subjective success. We caution, however, that cognitive dissonance can sometimes cause people to believe that lower pay indicates high personal meaning. People are motivated to reduce the dissonance, or discomfort, caused by conflicting ideas. They therefore might, for example, think: "If I am not paid as much, I must really love what I am doing. Otherwise I would not be doing it!" Ironically, it might therefore be more challenging to feel strong positive emotions in objectively high career success situations. The challenge is to set high personal goals with respect to desired instrumental outcomes and well-being and negotiate a well-rounded career with a heart.

Interestingly, provided a negotiator is flexible about where value emerges and does not assume a fixed pie

(i.e., there are only so many pieces to go around), high personal goals can generate value for all parties. For example, a person might apply for a job that only meets his or her minimal expectations regarding his or her career. It is possible, however, that setting high goals may help the jobseeker and the potential employer consider mutually beneficial issues, thereby creating value for the employer and generating a better fit for the potential employee. Making concessions, not pursuing a negotiable issue that might be compatible, or compromising on priorities can decrease joint gains and harm both parties. It is thus important to be creative in generating new options and possibilities. Some of these newly generated options might provide an even better career fit. Furthermore, choosing among alternatives increases one's sense of agency and is consistent with the protean notion of self-direction.

Ambitious or lofty goals, however, can be a double-edged sword. Research has confirmed definitively that people who set higher goals achieve more. But, if goals are perceived as aggressive, they may drive negotiators away. Or, if goals are too ambitious, they may prove unrealistic. For example, imagine a law student who has considered all the elements of a career with a heart. Accordingly he or she has identified a single ideal job — Supreme Court Justice. Even if the person acquires the necessary skills and resources, the chances of his or her reaching the Supreme Court are very low, especially because such appointments depend not only on ability, but also complex politics and crucial timing. Another example is a person who does not actually define a job that has all the ingredients of a career with a heart, but continuously interviews and rejects options because none seem "to fit like a glove." In other words, being overly perfectionist also has its risks. To be effective, career goals must be ambitious and yet practical.

In fact, one might be stuck in a job that does not feel as if it is part of a career with a heart. Rather than suffering in the short-term, one may choose to negotiate short-term fixes to bring one's job closer to one's desired trajectory. This is accomplished through a process of job crafting, wherein an individual takes active steps to shift the tasks and relationships associated with his or her current position. For example, Mitch engaged in job crafting when he negotiated with the store owner to change his job in several ways. First, after starting as a sales clerk in the men's section, he negotiated expanding his job — based on his customer service skills — to gain responsibility for the entire store. Second, because he personally values the product quality and has deep expertise in the equipment, he and his boss agreed that he would shift his role to become the "go-to" employee whenever a customer had a technical or equipment-based question. Finally, he took a big leap in becoming the surf team manager, which is uncommon for a salesperson's responsibilities. Mitch sold the storeowner on this idea, however, arguing that the store would benefit more from his interpersonal and conflict management skills in addition to his personal passion for working with young surfers.

Although Mitch already loved his job, these job crafting efforts resulted in a more enriched and fulfilling job that moved him closer to his career with a heart. Job crafting may not be a long-term career solution, but it allows people to alter their jobs sufficiently to permit renewed love for their work, while maintaining their current job. The latitude for crafting differs based on idiosyncratic properties of the organization, job, or individual. Additionally, research has shown that it may be even more important for people at lower levels of an organization to achieve changes through negotiation and job adaptation, because they may have to craft their jobs in ways that abide with performance expectations.

Finally, many executives negotiate on both sides of the table, as an employee and an employer. On one hand, people negotiate their own careers. To determine if one's career is "with a heart" or not, one must take time to pause, reflect, and ask oneself key questions, particularly when at a crossroads such as considering a career change or exploring new opportunities. Does the current job align with a protean career framework? Does the career make me feel good, at least most of the time? Do I love a component of my work? Is my job conducive to balancing other important areas of my life? Notably, negotiating a career with a heart often involves a family unit that contains two or more careers. In these circumstances, we are often dealing with multiple negotiations. In other words, it makes the search for the career with a heart even more essential. This is important work!

Many people also have the power to influence the careers of others. No outsider can inform an individual whether he or she has a career with a heart, although others can help the individual think about it. To check if a person is on track, help him or her assess how he or she feels; help him or her with what could be referred to as a "gut check." If a person's work leads to mostly negative emotions or fails to produce positive emotions on a regular basis, he or she may be derailed from the journey toward a career with a heart. Likewise, it is important to help others evaluate if their career is protean (self-directed and aligned with personal values) and if it integrates with other dimensions of their life. Helping others is not always simple, but in many cases all it takes is the understanding that others desire and deserve to love what they do.

Negotiating mindfully and exercising self-awareness, positive regard toward others, and cooperating to create mutual value lay the foundation for collaboratively enabling oneself and others to pursue a career with a heart.

CONCLUDING REMARKS

This article asserts that a career with a heart is not just an "added bonus." We provide the ingredients and a road map for negotiating one's own career with a heart and enabling others to pursue theirs. We hope our emphasis on looking past mildly positive concepts such as job satisfaction to realize the possibility of loving work — not just liking it — encourages researchers to think more about the strongly positive, enduring feelings people can have about what they do. Most of all, we hope we inspire people to search for — and mindfully negotiate — their own careers with a heart.

Finally, we realize that negotiating for and enabling careers with a heart may appear to be less relevant for individuals who are in jobs that are more routine than enriching. That is, some jobs serve functional purposes that meet basic needs (such as food or shelter) rather than higher-level needs (such as learning, growing, or being challenged).

In addition, some jobs are seen as a ''means to an end,'' in that they support other, more fulfilling aspects of one's life (such as waiting tables to support a career as an actor or writer). Can this article be relevant for individuals who view their jobs solely as a way to put food on the table or pay rent? We respond with an emphatic ''Yes!'' For some, accomplishing pragmatic goals (such as paying off loans) may be a top priority, but such goals are not incompatible with seeking a career with a heart. We suggest it is possible to achieve both, and that mindfully negotiating along the three dimensions discussed — maintaining a self-directed and values-driven protean orientation, heeding positive emotions associated with work, and pursuing ''fit'' between work and overall life — will foster career choices that are beneficial and life-giving in the long term, while meeting day-to-day needs in the short term. Furthermore, a career with a heart does not necessarily equate with a high-status job (e.g., a highly paid executive). Jobs considered less ''elite'' often allow individuals to express self-directed values, experience positive emotions, and achieve a fit with their broader lives. We therefore encourage all of our readers to engage in self-reflection and expand their considerations of career choices for people across all types of work.

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