Cold E-mails and Hot Coffee

10 hours in 1 month to get high-yield career information and build your network from zero

Also known as:
The ACE Plan (Active Career Exploration)
Written for Science PhDs

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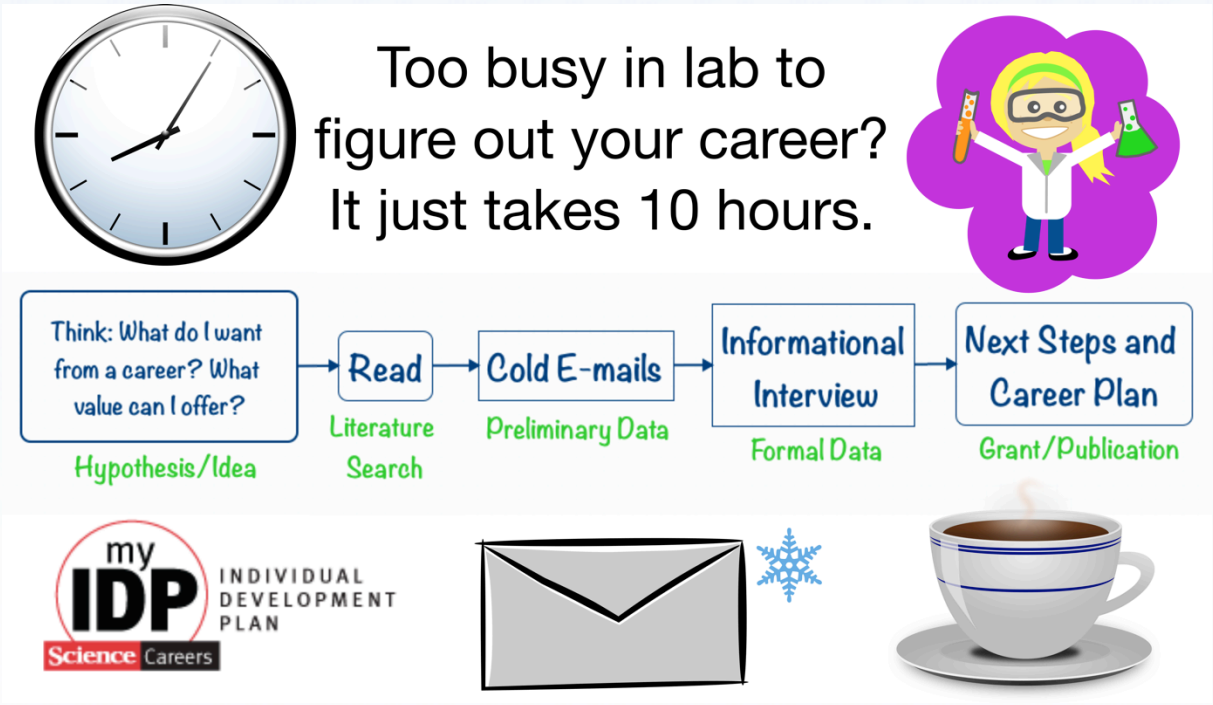

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Written for use by science PhD students and post-doctoral fellows participating in the Active Career Exploration (ACE) Workshop.

Your Mission: *Active* Career Exploration (ACE)

Total time: 10 hours over 1 month
Goal: Meet people to learn about a career of interest, decide if you want to pursue it, and formulate a plan to prepare for it.

1) Select a career (2 hours) via myIDP and research it.

2) Cold e-mails (3 hours): E-mail 10 people to learn more about the career. At least 5 should be people you **do not already know.**

3) Informational interview (3 hours): Meet in person or conduct a phone interview with at least one person you e-mailed.

4) Decide next steps (2 hours): make a plan to gain skills, experience, and expertise to prepare for this career, *or* research a different career.

Motivation: Why contact people to learn about careers?

You may ask: ***"Why is meeting people the most important part of learning about a career? Why can't I just read about careers and find jobs online?"***

- **The "practical" reason:** 80% of jobs go to people that employers know personally or through a 3rd party. This is the "hidden job market." Employers look to **people they know first**, and to an online job applicant last. Meet people to discover opportunities.
- **The deeper reason:** The people you will meet already have the experience to tell you what skills and expertise you need to develop, and whether or not this career is a good fit for you. But they need to get to know you by meeting face-to-face. Then you can start building skills for careers that fit you, a process that takes a lot of time. Start meeting people as early as possible in your training.

"Reading about a profession online is misleading and so impersonal. You don't know anything about the Internet author, so how can you hold them accountable for information they've given?" –5th year PhD student

People want to help, and they are all around you

Opportunities are everywhere. Academic institutions employ science writers, run specialized core facilities, spin out companies, and collaborate with industry. University alumni hold jobs in every sector of society. Personalized advice is closer than you think. Just go ask.

"The vice president of a major company came to campus to give a talk, so I tracked down her contact info. Within 1 hour of finding out she existed, I was on her itinerary. She took my friends and I out for drinks to talk science and careers in publishing." -4th year PhD student

"Track down alumni of the university. Because of my husband, I needed to find jobs in North Carolina (NC). My husband's acquaintance knew someone who graduated from my university 4 years ago and was now working in industry in NC. He said that if you know mass spec, you can get lots of jobs… it solidified my decision to apply to a post-doc where I'd gain experience in mass spec for cancer proteomics." – recent PhD graduate

"I found that people <u>really</u> love talking about themselves."
–1st year PhD student

"*A person I previously e-mailed introduced me to someone at a digital health company in diabetes management. We chatted on the phone for an hour about digital health, grant applications, and how her background as a PhD got her to where she is. She was impressed with my interest, and asked for my CV to forward to HR. She made it clear that knowing people was the best way to break into this space. She offered to connect me with others*." - 5th year PhD student

Don't be intimidated. People are really impressed when "lowly" students take initiative. They will think highly of you **because** you contacted them.

Caveat: People are willing to help… but people are busy! You must minimize the amount of work they need to do, and make sure they feel like they are truly helping you. Then it will be worth their time.

Principles of ACE (Active Career Exploration)

You may ask, "Can I really do this? I'm too busy… I'm introverted… this won't work at my university… I don't want to bother people… I don't know where to start." Use these principles to conquer these concerns:

Principle 1: Take action now

In the future, you will have less time, not more. You can efficiently explore careers by focusing on "active" tasks like meeting people and building skills, rather than "passive" reading and daydreaming.

Principle 2: Offer value

Help those you contact. Think you have nothing to offer? Don't worry- we will show you how.
Do not think: "What can I get from this person?"
Think: "What can I offer this person? What can I offer the world?"

Principle 3: Build skills

Cold e-mails and meeting new people are skills, just like your scientific thinking and technical skills.
These skills may be hard at first, but if you work on things you are bad at, you will improve. Start now because skills accrue over time through practice.

"You have to realize everybody's busy. I still found the time to work on my career." -2nd year post-doc

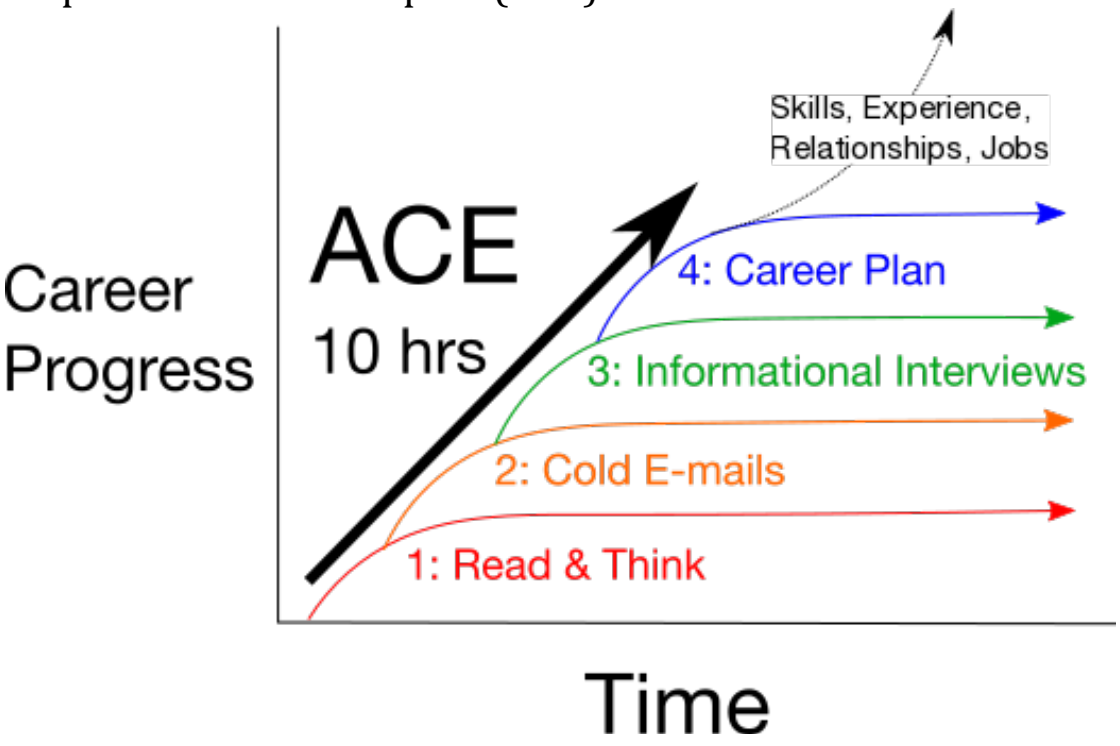
"The person I called actually thanked me for giving him the opportunity to practice networking."-1st year post-doc

"My co-worker said… scientists do a poor job at networking due to our social skills. I thought this at one point in time too, that networking was a skill that only the extroverted could master. After taking the plunge, I discovered that it is truly a skill that is practiced… I am honing my skill with every e-mail I send, every conversation I have, and every networking event I attend. Why is it so important? About 80% of available jobs are part of this hidden job market that will only be open to you through networking. Don't limit yourself to that remaining 20%."
-5th year PhD student

Take effective action with the ACE plan

A in ACE is for *active* or *action*. We are giving you just enough information to **get started.** You don't need to read the entire guidebook to do step 1! Read step 1, do it, read step 2, do it, etc.

Step 1: Read and reflect (2 hr)
Step 2: Send cold e-mails to people you do not know (3 hr)
Step 3: Meet people through informational interviews (3 hr)
Step 4: Form a career plan (2 hr)



See the figure? If spend too long on a step, you will just waste a lot of time. Your progress will **plateau**. So if you never talk to anyone, reading about careers for 100 hours is no better than reading for 2 hours.

Thus, time limits are *critical.* You may not feel "ready" to move on to the next step because your career goals are unclear, or it may seem intimidating. But trust that leaping into the next step will give you new information and experiences that will solve these issues.

Step 1. Read and Reflect

Goal: Select a career that resonates with you, read about it, and prepare to take action

Time Limit: 2 hours

1A) 25 min: Write down the 3 most important things you want from your career.
Personalized career exploration starts from your own interests, skills, and values. What is a fulfilling career for you? What can you offer?

To help you:

- **2 min: Really quick self-assessment on dougsguides**. Just a warm-up. http://www.dougsguides.com/personality
- **20 min: Complete the Assessment section on Science Career's myIDP.** http://myidp.sciencecareers.org/
- **VersatilePhD, an alternative to myIDP**. Many universities are subscribed: http://versatilephd.com/how-to-login-if-your-institution-is-subscribed/

1B) 45 min: Choose a career to explore, and read about it.
On myIDP, look at the Consider Career Fit section which recommends careers based on your skills and interests. Then select "Read About Careers -> Resources." Alternatively, use VersatilePhD. Supplement by searching the web for other resources.

Tip: SKIM many sources. Select a few topics that keep coming up over and over again. Ask about them later in cold e-mails and informational interviews.

1C) 30 minutes: Compile a list of people in that career to contact.
Use the Internet (LinkedIn, Google) and your institution (alumni lists).

Hint: the most effective method is to e-mail people just to ask who else you can e-mail. Be proactive in finding contact information.

Experiences of past ACE participants with Step 1:

"I decided that learning new things everyday, sharing what I've learned, and autonomy are important to me. Note that work-life balance would also be nice, but I didn't write it down. I will try to earn the first three career elements first."
-4th year PhD student

"I was too inexperienced to accurately do a self-assessment. myIDP only provides a framework to start thinking about careers, and I did realize that managing a team and inspiring others are important to me. But to clarify my values, it was far more helpful to just start talking to people."
-1st year PhD student

"I looked at science publishing... I tried LinkedIn in the Detroit area. Didn't get anything, so I Googled a bit. Not a lot of editors have their contact info published (probably for good reason), but the major journals (Nature, Cell, Science) did. I looked for a recent grad (after 2005) who came from a school similar to mine. I cold e-mailed her, got a response right away, and set up a Skype interview. It was only 30 min. She did offer to connect me with other people in her field."
–2nd year PhD student

This first exercise is about introspection, but then you must validate that introspection by engaging with the real world.

In other words, hypothesize what you want in a career and how to get it. The next step is to test that hypothesis.

Step 2. Send Cold E-mails

Goal: Send at least 10 cold e-mails, develop your skill at reaching out and offering value, and start building your network from zero.
Time Limit: 3 hours

Experiences of past ACE participants with Step 2:

"ACE helped me polish and frame my e-mail introductions. I received responses from about 40% of the people I contacted on LinkedIn. 75% of those agreed to talk to me on the phone." -2nd year post-doc

"I had an e-mail draft that I could easily copy and modify to send to other potential connections—1 minute each. Those potential connections replied back to set up a time to talk to me—5 minutes. I then got to speak with these people—30 minutes or less. They then referred me to hiring managers who asked me to send in a resume. All this thanks to that first e-mail I wrote in less than 10 minutes." -5th year PhD student

"I waited 2 weeks longer than I should have to send the first e-mail… my friend told me to just do it, but I didn't want to bother anyone… Eventually I realized it wasn't a big deal, and sending the e-mail only took me 10 minutes. - 1st year post-doc

"At worst, they don't respond. Keep moving on." –5th year PhD student

The following e-mail resulted in an informational interview with a senior editor at a Cell/Science/Nature journal. Yes, the e-mail can be this simple.

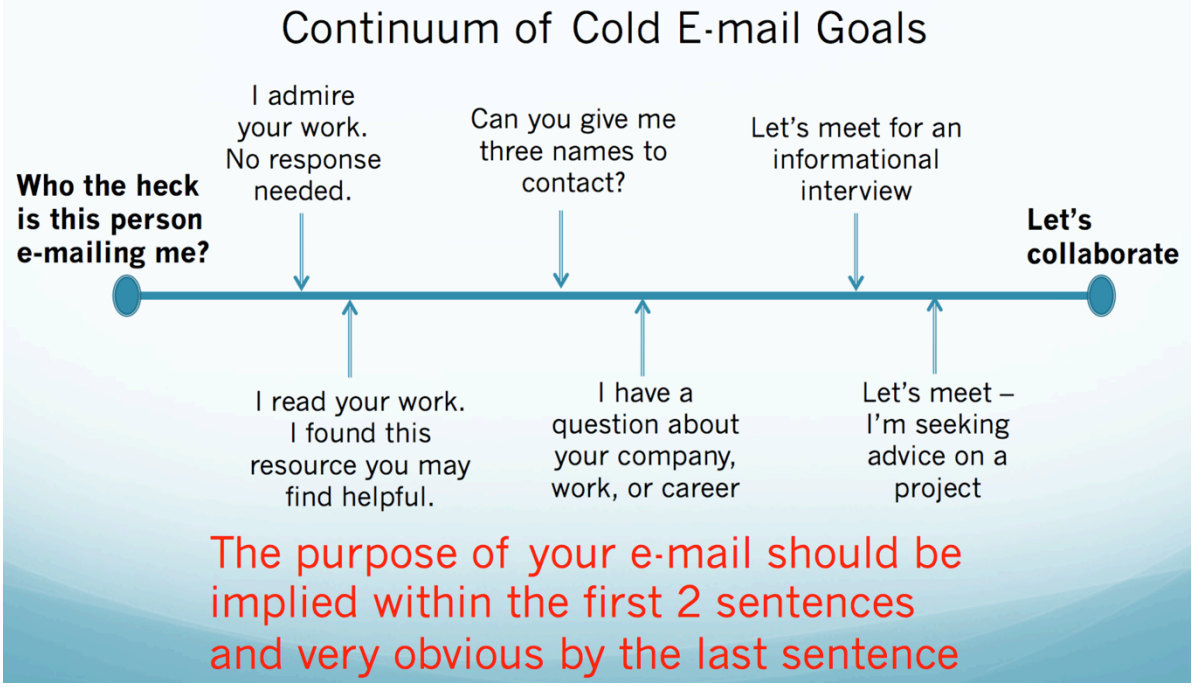
Subject: Informational Interview
Hi Dr. [last name]
I am a PhD student at the University of Michigan in Cell and Molecular Biology.

I was wondering if you would be willing to conduct an informational interview about your career path in publishing. Let me know if you have any questions or concerns.

Step 2A. Send your first e-mail

- **1: Pick a person.** Commit to e-mailing them within 15 minutes.
- **2: Decide a goal**. Why are you contacting this person? See below for some possible reasons to e-mail.
- **3: Perform <u>quick</u> research on the person**. Google, LinkedIn, personal websites, ask a mutual friend, etc. Note mutual interests and relationships.
- **4: Just write and send the e-mail already.** DO NOT WAIT.

Optional tip: a good first person to e-mail is someone at your university whose job it is to help students (administrator, career counselor, program director, etc.). Communicate that you are exploring careers and ask if they could give you some names, or an alumni list.



Tip: At first, try using the simpler e-mails on the left, but move towards the right as you send more messages.

Step 2B. Send 10 e-mails total
Get more advanced by using the principles of ACE
(1) Take action now (2) Offer value (3) Build skills

*Writing good e-mails means **offering value.** This is what **motivates the person to respond.***

This means:

1) Respecting their time
2) Showing (not just stating) authentic interest
3) Remembering that people want to help students. Make it as easy as possible for them to help you
4) Emphasize common interests and relationships

See if you can pick out examples of "value" in the following e-mail:

Subject: Michigan interest in consulting, referred by [person]
Hi [first name]

I'm a current Michigan CDB student researching consulting careers. I read your article on [website] and it helped me on [project]. My goal is to cultivate a diverse career incorporating research and another field like consulting or entrepreneurship. I can see myself following a path reminiscent of yours so I'd like to learn more.

Would you be willing to meet for coffee (or speak on the phone)? I will be in SF this coming weekend and 5/21-5/23. Name a time.

By the way, [person] sends his regards.

This is important: Just offer value and ***don't expect anything in return***. If you give without taking, then people will recognize your value *on average*, even if this one person you are contacting does not. As time goes on, you will become better and better at offering value, which is exactly why someone would hire you for a job.

Step 2B. Send 10 e-mails total (continued)

Rules for writing e-mails that get responses

*Writing good e-mails is **a skill** that is built up systematically.*
Do not worry about crafting a "perfect" e-mail. If you worry, you will simply talk yourself out of sending the e-mail.

Instead, for each e-mail message, practice implementing just 1 or 2 of the rules below. For your 10th e-mail, strive to use all of them. **Note that all of these rules are forms of offering value.**

1) 1 minute-rule: It should take them less than 1 minute to read and respond to your initial e-mail. Ideal length is less than 8 sentences. Leave out many details, even ones they will eventually need. You can expand in future e-mails.

2) Strong intro: The reason for your e-mail should be implied by the first two sentences. The 1st sentence can be a basic introduction to who you are. Never assume the person will read past the first two sentences.

3) Clear finisher: Explicitly state what the person should respond with, if anything. If no response is needed, say that.

4) Personalize it: Think carefully about what you know about the person. What do they care about? Who do you know in common? Why contact this person rather that anyone else with this career? Place these personalized hints front and center (subject line, first/last sentence)

5) Subject line: Clear and concise

- **Include attention-grabbers:** For example, if someone else referred you to them, mention that person's name in the subject
- **Make it easily searchable:** Include some idea or name that is memorable and easily recognizable.

6) Convenience: Be super-specific and give them up-front choices. If setting up a coffee date, list 2-3 concrete dates, times, and places. If they already have a set itinerary (like on a campus visit), ask them when they have time. **Make it as easy as possible for them to respond to you.**

Note: You may use the e-mails we've provided as templates for your first few e-mails. However, as you continue, be sure to write your own e-mails with tone and style appropriate for **your** career goals, **your** personality, and the people **you** are contacting.

One last e-mail:

Subject: Post-doc interested in industry

Hi Dr. [last name]

I am a postdoctoral fellow at the University of Michigan working on [research topic]. I am committed to transitioning to industry in the near future. In particular, I would like to find an R&D research scientist position.

Since I have always been in academia, I feel that I do not have enough information on making such a transition. I noticed that after your postdoc appointment you moved to industry, where you have held multiple roles of increasing responsibilities, and your work also focuses on [research topic].

I would really love to hear your story, know a little bit about your day-to-day job responsibilities and grasp the essence of how drug discovery and translational research are carried out in a large biopharmaceutical company like [Company]. Would you be able to talk to me by phone? Perhaps Wed, Thurs, or Fri afternoon this week?

Thank you, looking forward to hearing from you soon.

Troubleshooting Cold E-mails

If you aren't getting any responses, you should find a peer who can read your e-mails and offer feedback. You are likely doing something that takes value, rather than offering value. Often times, you just need to re-word the e-mail. See below for examples.

Taking Value	Offering Value
Long e-mails that steal the reader's time	Short e-mails: 1 minute or less to read and respond
Introduce yourself with lots of unnecessary details	1-2 sentence introduction, emphasizing common interests and connections
Make the person figure out why you are contacting them	Explicitly state how the person can respond to help you
Subject line: "Need info"	Subject line: "UMich alum interest in consulting"
"What's the secret to getting into this field?"	"I am exploring careers, and I'm really interested in your story getting into this career from X."
"I need a job- can you help me?"	"I want to learn a lot about this field so I can apply my expertise to this field."
"Your company needs an employee like me"	"Your company's mission is intriguing because of X. I have Y skill that may help you."
"I'm interested in X. Are you?"	"I saw you're passionate about X. How did you starting doing X?
"Teach me everything about your work and X topic."	"I read your work online, and I really appreciated it because it helped me do X."
"I need this information ASAP."	"Just giving you this info, hope it helps. No response necessary."
"X person said you would help me."	"Our mutual friend X thought we had similar interests."
"Can we meet sometime this month?"	"Does this Wednesday, Thursday, or Friday at 4pm work for you?"
"We met a few months ago. I need more advice."	"I implemented your advice this past month, and just wanted to let you know it was really helpful."

Step 3. The Informational Interview

Goal: The goal is up to you. You could interview this person to learn about his/her career path, identify a skill to build, discover internship opportunities, find a mentor, etc. Many possibilities.
Time Limit: 3 hours

There's no single "right way" to conduct an informational interview. Don't worry about doing everything that's listed in this guidebook.

Go outside your comfort zone. Meeting people is a skill, and useful skills are often difficult to build. Always ensure you are challenging yourself.

Experiences of past ACE participants with Step 3:

"I was terrified initially… I didn't know what to ask. But this is not high stakes. Remember you are doing this to get information, not a job. Learn what you need to know to get the job in the future." -1st year PhD student

"I interviewed someone in industry. I initially hoped it would just be an e-mail chain because I'm not comfortable talking to new people… We each allotted 40 minutes for the call, but we ended up talking for 2.5 hours. I prepared just 3 questions and didn't talk too much. He talked the whole time. He clarified for me what the job actually entailed… He described his job as making the company more efficient- re-working assays, managing people, etc. He also made me aware that there is a tension in industry between B.S. and Ph.D. degree holders." –1st year post-doc

"I didn't want to take more than 30 minutes of her time, so I went through my huge list of brainstormed questions and cut it down multiple times to a final 7 questions. The last one was, 'can you refer me to a hiring manager?' The answer was yes." -5th year PhD student

"The informational interviews were good practice for job interviews. I interviewed with people without scientific backgrounds like the hiring manager and had to explain my research. I was asked, 'Why do you want to go into industry?' Because I had taken the time to think about it early, I gave an honest answer and they appreciated it. " -2nd year post-doc

Step 3A. Be prepared

- **Write down your goal for the interview.** Be as specific as possible.
- **Do your homework.** Research the person and career.
- **Write down questions** for the interviewee. You really should think up your own questions relevant to yourself and your interests. If you need ideas, check out dougsguides: www.dougsguides.com/sites/default/files/Sample_Questions.pdf
- **Be ready to introduce yourself.** Prepare a 30-60 sec description of the most important parts of your background and current projects. Practice this intro with strangers whenever you can.

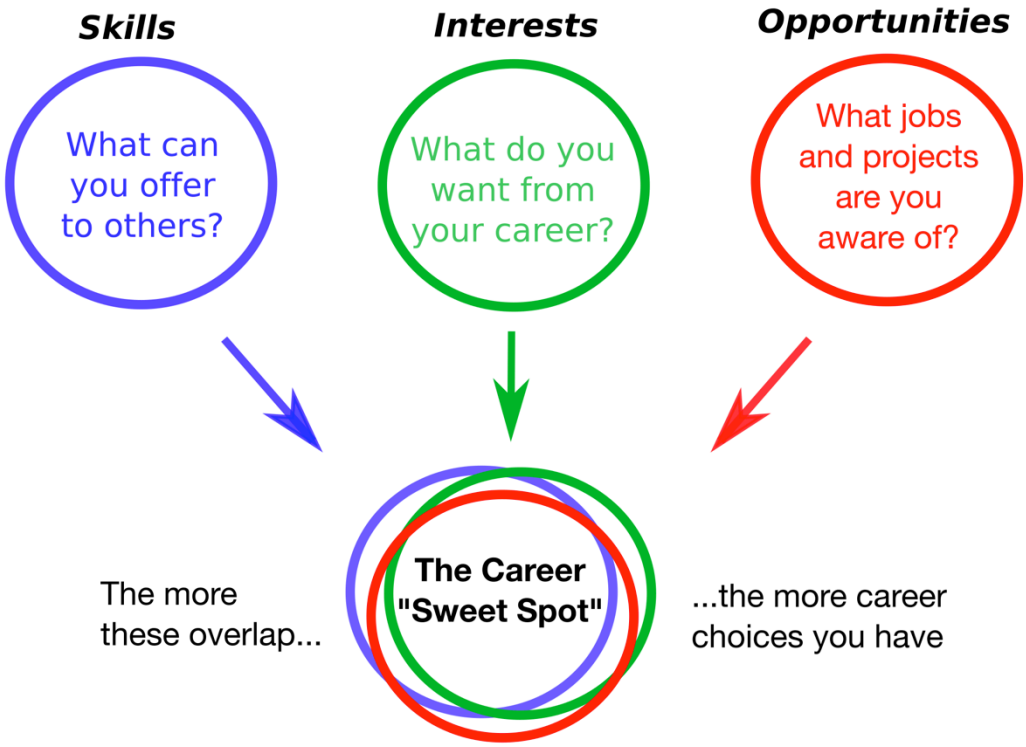
Step 3B. Beginning the conversation

- **Be informal.** This is a conversation, not a job interview. Introduce yourself whenever it feels natural. **Make eye contact.**
- **Communicate the purpose.** Briefly tell them what you hope to get out of the interview. If your career goals are very open-ended, admit that. Do not ask for a job and do not bring your resume.
- **Figure out the interview length.** Work it out based on your goals and theirs. Their time limits may have changed since the e-mail.

Step 3C. Getting actionable information from the interview

- **Focus on stories, not advice.** Stories are information-rich- you can extract your own lessons from their stories. The most important advice may be so obvious to them that they don't bother stating it.
- **Identify the "accomplishment ladder."** Start with where they are now, and figure out what enabled them to get there. Work backwards until you get to where you are now.
- **Pay attention to vocabulary.** Understand how they talk about their work. If they talk about something a lot, it's probably important. If you understand career-specific vocabulary, you will be better qualified for the job and can more easily meet people.
- **Details matter**: Every company or organization is different. Do colleagues hang out with each other at this company? Do I have to move to a specific city? What skills does this company want?
- **See next page for a framework for selecting questions to ask**.

What to discuss in the informational interview



How you grow and align your skills, interests, and opportunities is up to YOU...

Fortunately, these role models and mentors are willing to help!

Ask how they prepared for this career

Skills to build
Expertise to acquire
Relationships to cultivate
Books/websites to read
Conferences to attend
Professional societies to join
Personal qualities to cultivate

Ask what the job is like and what makes it rewarding

Stories
Day-to-day routine
What they do/don't like
Their personal goals
Paycheck
Travel opportunities
Work-life balance

Communicate your skills and interests to find relevant opportunities

Internships
Companies hiring now
Projects you can help with
Grants and fellowships
New technologies/methods
Unmet market demands
"Hot" research topics

Step 3C. Getting actionable information (continued)

- **Don't be afraid to show your ignorance.** This will help them help you. It may be embarrassing, but it's part of the process.
- **Notes or no notes?** Taking notes is often disruptive to the conversation. If you want, take very select notes.
- **Ask questions that are relevant to you and your interests.** Don't just ask every question you can think of. Think back to myIDP.

Very important: Remain present. Your attention should be focused on the person, not your question list.

Step 3D. Follow up

- **Immediately write down key points.** Think about how you personally might emulate elements of their career path.
- **Write down any difficulties** you had during the conversation. Always aim to become a better conversationalist.
- **Note your emotional reaction.** Did you two get along? Good relationships with colleagues are important. This can help you figure out how to prepare for this career.
- **Follow-up:** A quick thank-you e-mail is the bare minimum. Based on how well the interview went, you can ask them refer you to others, start a longer-term mentoring relationship, or send them a CV and ask them to let you know if they hear about an internship or job.
    - **Offer value:** try following advice they gave you and then tell them about it.

"Cold e-mails and informational interviews were the catalyst that I needed to start a conversation that changed my life. Always be ready and willing to learn. If you go in thinking you know all the answers then why are you contacting this person? Be comfortable not knowing what to expect." –2nd year post-doc

Step 4. Decide Your Next Steps

Time Limit: 2 hours

Congratulations! You've now made concrete progress on your career, developing your skills and building relationships.

Now it's time for a little reflection

Reflect. Some suggestions to process the information you've obtained:

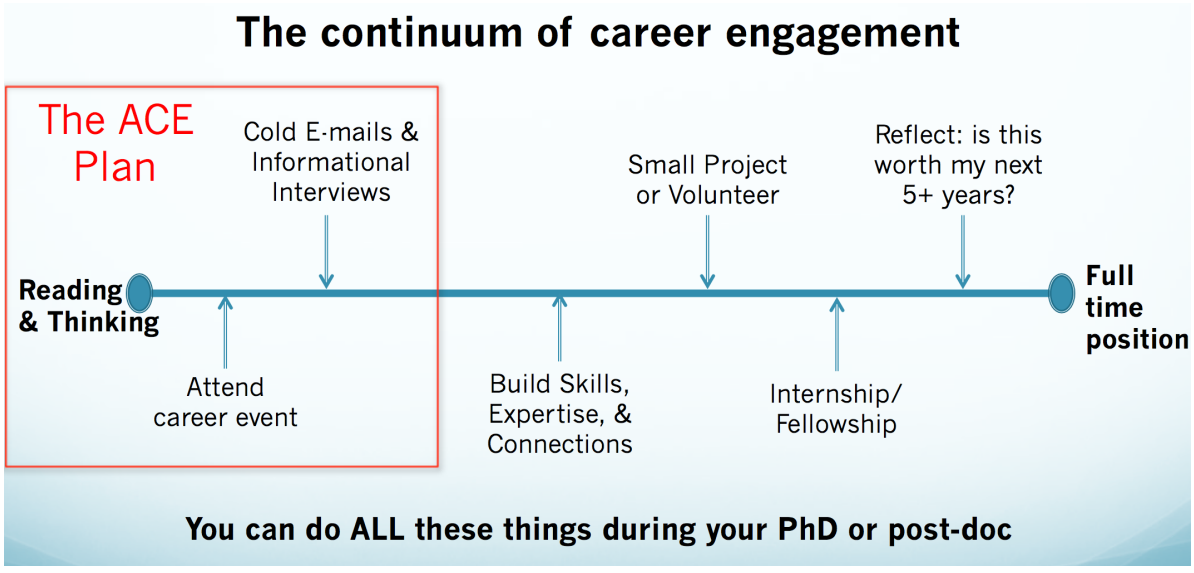
1) Tell others about what you learned
2) Journal. Write out your goals and what you've learned.

Decide whether to start preparing for this career, or pick another career to investigate

Make a Plan

If you decided to prepare for this career, then it's time to do **some serious work.**

The ACE Plan is just the beginning.



Make a Plan (continued)

Develop an achievable 6-9 month plan to implement what you've learned. Aim to build building skills, expertise, experience and/or connections. This could include:

- Doing a small project
- Taking a course
- Doing daily reading relevant to the career
- Networking on LinkedIn, or joining a group
- Advanced: consider an internship or job application.

Note: Science Career's myIDP can help you plan your goals.

Principles of a Career Plan

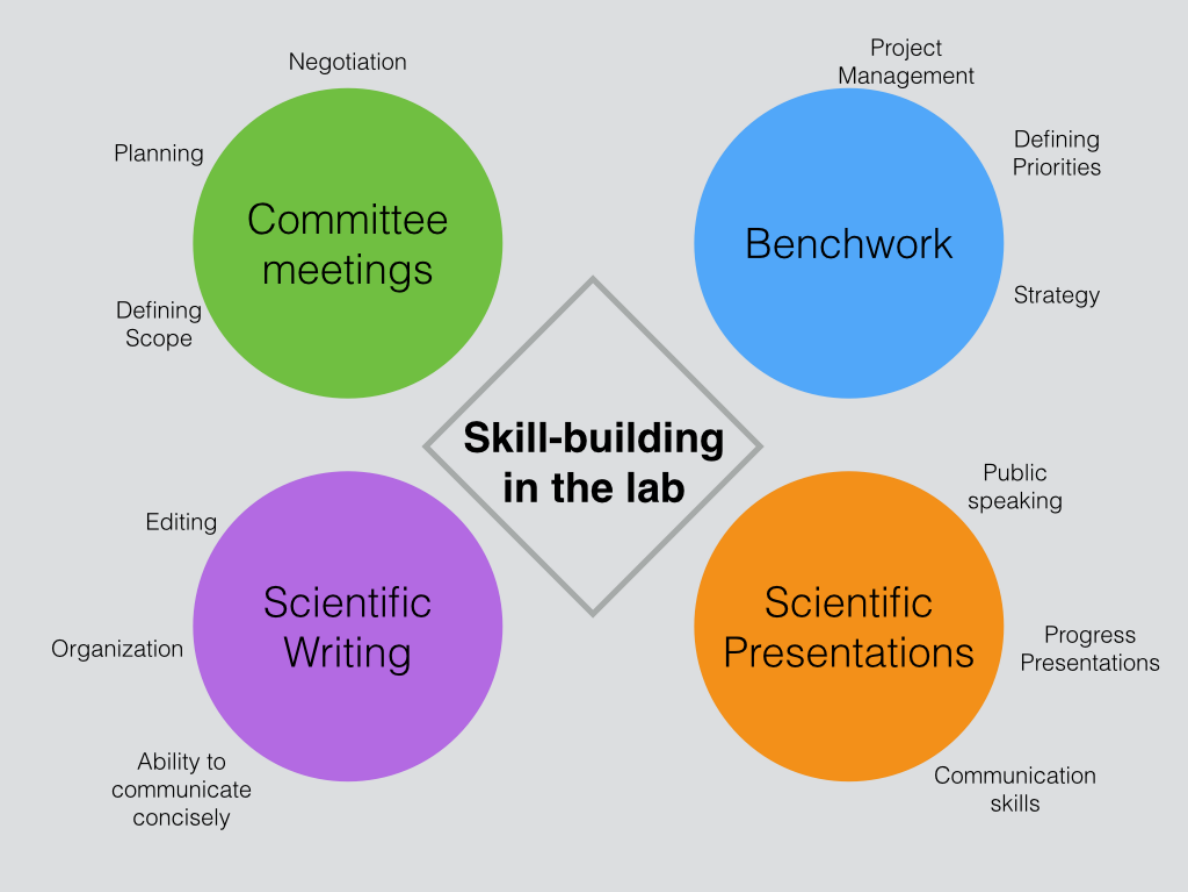
- **Do not wait for certainty**. Don't wait until you are certain this career is for you. Don't wait until you are certain a skill is useful to start building the skill. Don't wait until you think you have more time- you will never have more time.

- **Pick a skill that's worth developing, spend 6-9 months working your butt off, and then have something to show for it.** Yes, this is hard work that may take extra hours outside of lab. But you've already done the research using ACE to make sure that this hard work will pay off for your career.

- **Take action with Small Projects**. You can't be sure if a skill will be useful until you have first-hand experience with it. You have to "try it out." Try small projects that can be completed in less than a month, but still require you to master a new skill or produce something of value. Then decide if it's worth seriously developing.

- **The less certain you are, the more you should focus on Translatable Skills**. Translatable skills are useful for many different careers. For example, communication and writing skills are universal.

- **Many skills will be useful for your <u>current position</u>**- select these if possible. Conversely, you can also re-frame laboratory tasks and shape them into intentional skill-building exercises (see figure).



Note that phrases like "project management" and "negotiation" are what you would put on a resume to communicate the skills you acquired in lab. Then state specifically how you used those skills.

- **Find groups where you can work with like-minded people to build skills.** If you can't find one, then take initiative to create one. **Volunteering** is one of the best ways to offer value, build skills, and take action all at the same time. It is MUCH easier to meet busy professionals if you are representing a group, because their efforts to help trainees are multiplied many-fold.

- **After you implement your plan** and have made concrete progress, you can repeat the entire ACE process to update your plans for a more experienced you.

Experiences of past ACE participants with Step 4

"*The connection established in my informational interview gave me the opportunity to do a summer internship, required for my training grant. I will figure out the most during the internship, learning the necessary skills for this career.*" -1st year PhD student

"Many of my contacts mentioned that data science skills and programming in R and Python are valuable in many different fields. Since my career plans are very flexible right now, I decided to learn programming using online courses during my PhD, despite my lack of prior experience. I used this to perform a bioinformatics analysis in my final publication as a grad student. Even if that project went nowhere, I would still have the skills. This realization was invaluable in motivating me to do the hard work necessary for my career." –4th year PhD student

"I needed to have an established history of interest in policy if I ever wanted my applications to be competitive. While taking a couple courses in policy, I met a Professor who noted my passion for this career, so he referred me to a policy interest group that was writing pieces for policy makers to consult. Now I'm part of this group." – 4th year Ph.D. student

"I asked my interviewees what sort of advice they would give themselves 5 years ago. I learned that real world experience was valued way more than only taking courses. They told me to attend local networking events for entrepreneurs and leverage my scientific and management skills I gained in the lab when asking for opportunities to get involved. I took their advice, and now I am working with a clinician-founded startup, where I am gaining real-world experience in entrepreneurship and healthcare IT and innovation." – 5th year Ph.D. student

"I asked many people what is the biggest factor in transitioning from academia to industry. They said, "being a good team player." Soft skills are important. If you lock yourself in lab, you may be a master of PCR, but these skills like teamwork and communication are always rated highly in industry. I am a board member of the post-doc association and helped found a non-profit company where I can improve my ability to work with others not in my field." -2nd year post-doc

Appendix

Highly recommended: Cal Newport's 18-minute talk on how people find jobs they love (hint: it's not about following their passion). https://www.youtube.com/watch?v=-_VUv1ZCkYw. Full version: https://vimeo.com/48041227

Recommended career books for scientists. Background reading is most helpful when you are already engaging in career exploration. Insights from these books inspired much of Cold E-mails and Hot Coffee.

1. So Good They Can't Ignore You by Cal Newport: http://www.amazon.com/dp/1455509124#
2. Maximize Your Potential by 99U: http://www.amazon.com/dp/1477800891
3. Manage Your Day-to-Day by 99U: http://www.amazon.com/dp/1477800670
4. It's Not All About Me by Robin Dreeke: http://www.amazon.com/dp/057809665X
5. Little Bets by Peter Sims: http://www.amazon.com/dp/1439170436
6. Where Good Ideas Come From by Steven Johnson: http://www.amazon.com/dp/1594485380
7. A Whole New Mind by Daniel Pink: http://www.amazon.com/dp/1594481717
8. Black Hole Focus: How Intelligent People Can Create a Powerful Purpose for their Lives by Isaiah Hankel: http://www.amazon.com/dp/0857085611/