

The background of the cover is a dark, textured surface resembling a chalkboard. A hand is visible at the top, holding a red chalk and drawing a thick red arrow that points straight down through the center of the cover. On either side of the arrow are two square mazes drawn with white lines. The mazes are complex, with many paths and dead ends. The red arrow starts at the top of the mazes and extends all the way to the bottom, passing through the mazes.

*The Personal Value
Proposition Workbook*

***KNOW Yourself
GROW Your Career***

***ANNE MARIE SEGAL
Author of MASTER THE INTERVIEW***

Advance Praise for *Know Yourself, Grow Your Career*

If you want a career that is both personally meaningful and financially viable, you will work hard, defer gratification, and accept a certain number of tradeoffs. But that's not enough. You will also need the courage to look within to understand who you really are, and you will need the honesty to examine what the world around you actually needs. These are complex questions that are not easily answered, which explains in part why so few people are willing to go there. But if you are among the willing, Anne Marie Segal's new book will be an invaluable resource to you on your journey. Her supportive but no-nonsense voice will guide you through the specific steps of figuring out who you are, identifying what value you bring to the world, and sharing all this in a way that will get you actual jobs. Be forewarned: this is a WORK book filled with tasks to do, not a set of career bromides to ponder. So roll up your sleeves, clear your head, and get started toward the life you actually want!

– Michael F. Melcher, Author, *The Creative Lawyer* and host of the podcast, *Meanwhile*

To grow our careers and find satisfaction in our workdays, we all need to articulate the value we hold and benefits we bring to employers and clients. With *Know Yourself, Grow Your Career*, Anne Marie has simplified the conversation around creating a personal value proposition. Her workbook will help you create a self-driven vision for your professional life.

Know Yourself, Grow Your Career includes thoughtful, targeted questions to elicit your skills, talents, interests, values and preferences. And Anne Marie explains how to employ your strengths and professional priorities to create your own career path, which may include a role that does not exist yet.

If you want to accelerate your next move (whether it's up or off the ladder), use this book! Your career will thank you.

– J. Kelly Hoey, Author, *Build Your Dream Network*

Know Yourself is a one-stop resource for anyone wanting to take charge of their career trajectory and do so from a place of integrity, authenticity and inner power. It guides the reader through every stage of the process with exactly the right questions and helpful examples. There are no false shortcuts here, but if you're willing to put in the work, you will emerge with a clear roadmap to the best version of your professional life.

– Hyeon-Ju Rho, Leadership and Transition Coach

If you apply for jobs that are of no interest to you and then wonder why you aren't hired, you'd do well to stop the treadmill and break out this workbook. Believe me, the hiring manager can tell that you're a "cut and paste" expert but not actually applying to the job offered. Anne Marie's experience, know-how, and drive to help you succeed come through on each page.

– Lucie Sandel, Associate Director of Professional Development,
The University of Chicago

Know Yourself, Grow Your Career is equal parts practical “how-to” resource and inspirational read. Whether you are looking for a new job opportunity or seeking ways to better connect with the one that you currently have (or both), this book will help you get there. It is a road map for knowing, growing and sharing your worth that both illuminates a clear path and motivates you to begin traveling down it.

– Jeff Marootian, Former Assistant Secretary,
U.S. Department of Transportation

As a career branding expert to executives, attorneys, and senior business leaders, I believe strongly in the power of creating a unique value proposition to help communicate a strong personal brand for job searches and leadership roles in today's digital age.

Through *Know Yourself*, Anne Marie has formulated a personalized workbook that enables professionals to extract their inner talent to grow their career effectively. This book, which also includes Anne Marie's leadership coaching value, will help professionals soar to new and exciting heights.

– Wendi M. Weiner, Esq., Attorney, Writer, Career Branding Expert and
President-Elect of the National Resume Writers Association

If you're ready to level up your income and career, this book is your golden ticket.

Understanding, articulating and owning your value is critical to earning what you're worth. But it can be an intimidating trek and most people aren't sure where to begin. Or lack the objectivity to guide themselves through the process.

In *Know Yourself, Grow Your Career*, Anne Marie has done the heavy lifting by asking all the essential questions. Your answers to those questions equip you with the ability to confidently ask for — and get — the position and pay you want.

If you're truly motivated to create a more rewarding future, this book is the map you need for your journey.

– Carolyn Herfurth, Activator. Accelerator. Adventurer.

Anne Marie Segal does the nearly impossible with *Know Yourself, Grow Your Career*. With masterful precision yet flexibility to enable each individual job seeker to deeply self-examine, she first draws job seekers through the soul search essential to developing a meaningful personal value proposition. Then, she helps them focus sometimes ethereal ideas into real-world terms, giving job seekers both the strategy and the technique to sell themselves professionally. I look forward to recommending this highly practical workbook to my clients.

– Amy L. Adler, MBA, Certified Master Resume Writer

Know Yourself is an essential guidebook for anyone looking to transition in their careers but questioning where to turn or looking to leverage their current career trajectory. It is a unique mixture of reflective journaling and concrete action steps that leave the reader feeling confident and in command of their journey ahead.

Many of us may want to take that next step in our career but hold back because of fear, our nagging inner critique and ambiguity about where and how to start. This book is your answer to all those objections.

– Cathy Sorbara, COO of Cheeky Scientist and one of 70 women scientists participating in the groundbreaking Homeward Bound journey to Antarctica in 2018

Know Yourself, Grow Your Career addresses the all too often forgotten element of the value proposition in a candidate's career search. Understanding where we are in our careers and what we want next, and articulating those skills, strengths and experiences so we are well understood and thereby positioned to make the next great move in our careers, cannot be emphasized enough.

I have often called the value proposition the spine of a career campaign. Anne Marie Segal helps the individual job seeker turn this daunting task into manageable steps, resulting in a most satisfactory career!

– Linda M. Van Valkenburgh, Owner & Executive Coach,
My Executive Career Coach, LLC

Our work lives occupy the lion's share of our waking hours, whether you are an executive or someone just starting out. Success and personal satisfaction in your work life substantially enriches your professional journey. There are many factors that lead to professional success – hard work, the willingness to collaborate, maintaining a learning mindset – are just a few.

Yet just as important, if not more so, is self-knowledge and self-awareness. Understanding ourselves and who we are has a powerful impact on how we approach the challenges and responsibilities that confront us and will be invaluable as we embrace or face work life transitions. With Anne Marie Segal's newest book, *Know Yourself, Grow Your Career*, she walks the reader through the process of a self-assessment and reflection that is thoughtful, objective and designed to help each individual honestly build and better understand their personal value proposition.

The book is a wonderful tool for those taking on the challenge of identifying and embracing the right path to greater professional success and satisfaction.

– Catherine L. Reed, National Development Professional

Generosity lives at the core of this comprehensive guide. Anne Marie has shaped personal value proposition creation into a deeply meaningful process.

I will definitely keep this results-oriented resource within arms reach and recommend it to my clients!

– Elena Deutsch, Leadership & Career Coach,
Creator of WILL, Women Interested in Leaving (big) Law

In Anne Marie Segal's first book, *Master the Interview*, she gave great advice on how to nail the interview. However, before you even get to the interview, you should know your value proposition.

Know Yourself, Grow Your Career: The Personal Value Proposition Workbook should be the first thing anyone does before revising or sending out their resume. You need to know where you want to go with your career in order to get there. If you don't control your career path, before long your career path will control you.

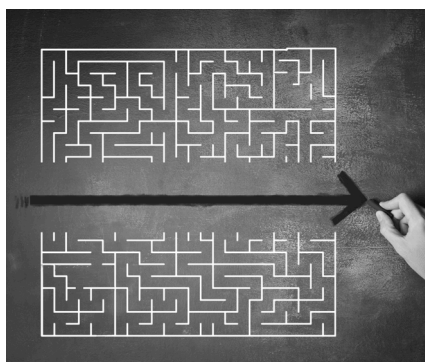
As a legal recruiter, I have seen too many candidates get stuck in niches that hold no interest for them. Once you are typecast in a practice area, it is very hard to change, so the earlier you learn what works for you, the better. If every law student had to go through Anne Marie's book, *Know Yourself*, I believe there would be happier attorneys with less turnover.

Yet many people spend more time planning a family vacation than planning their career. Don't be fooled: the *Know Yourself* workbook is hard work. You will need to spend the time to create a road map for your career. Remember, even if you do this right out of law school - or college, for that matter - there will be plenty of opportunities to take a different path. You will want to keep your exercises and journal handy to continue the journey to retirement.

Once you know your path, work with a recruiter that hears your needs and desires. Many positions are not listed on the internet. A good recruiter will identify the right position and law firm or company culture to fit your career goals.

Take this time to plan your career. Don't let time slip away. Get started immediately!

– Shari Davidson, Legal Recruiter and President,
On Balance Search Consultants LLC



KNOW YOURSELF, GROW YOUR CAREER:
THE PERSONAL VALUE PROPOSITION WORKBOOK

ANNE MARIE SEGAL

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FOREWORD

Are you ready to make a greater impact in your career and feel more satisfied with the working hours of your day?

This book will help you do the invaluable work of getting to know yourself better and articulating your value so that you can grow your professional life in a way that appropriately challenges and inspires you, provides tangible and intangible rewards and – if it's one of your professional values – serves a greater good. To do that, you need to start with a creative and open mindset, trust that these goals are possible and dedicate yourself to achieve them.

For professionals who are driven by practical results or service to other people or causes, investing in measured, reflective time on one's own needs can seem unproductive, self-indulgent or both. We feel it is a luxury we cannot afford, a waste of time. I assure you it is not. As we all know, we have to put on our own oxygen masks first, then assist others.

As you start working through this book, you will see that Unit 2 (the first set of workbook exercises) is devoted to reconnecting with your interests and values, some of which are directly on point with your professional life and others that (for some of us, at least) are more personal. This is highly intentional. Many of us lost touch with what matters to us most, caught up in the drama of everyday life. A deep dive into our interests and values helps us reawaken our creative sides and create a self-driven vision for our professional lives.

What is creativity? Merriam-Webster's dictionary refers to creativity as the “ability to make new things or think of new ideas.” Creativity is also about being open to and making new connections, seeing common things in a novel way, experimenting, inventing and living in a state of curiosity. There are at least a thousand more ways to see or “define” creativity, and you can take your inspiration from anywhere, anything or anyone, including Albert Einstein, Maya Angelou, Simon Sinek or Dr. Seuss.

If one is lucky, a solitary fantasy can totally transform one million realities.
- *Maya Angelou*

If you can get in touch with your creativity, the following pages will be an adventure, not a chore. This is *your* workbook. Use it in a way that brings fulfillment and results for *you*.

INTRODUCTION

How to Use this Book

This book is divided into ten units and can be used as a guide for individual coaching, workshops or your own exploration. If you are working with Segal Coaching, please visit www.annemariesegal.com/pvpcoaching and enter the password provided.

What is a Personal Value Proposition?

If we start with the Oxford dictionary definition of value proposition, a marketing concept, we see that it means “innovations or services intended to make a company, organization, service or product attractive to customers.”

So how does this translate for people?

We all, in our jobs, businesses or other contributions to the world, need to understand how we can *convert what we offer into something others need*. In a nutshell, what we offer to others is our personal value proposition.

Throughout this book I call the “others” in the above paragraph the “market,” as most of us need and want to monetize what we offer (i.e., be compensated for our work). Defining a personal value proposition helps us do that more effectively with more satisfying results, including better compensation levels for work that we enjoy.

You often cannot discern your personal value proposition in a single step or through a logical, even algorithmic function (although some computer programs purport to do just that). There are several reasons why a more individualized approach is needed. First, unlike products or services like groceries or transportation, your value proposition is very complex, encompassing a range of factors you may not yet have learned to vocalize and impacted by your interests, values, personality, talents and skills. Only by knowing yourself and internalizing that knowledge can you find the best match of your strength to market needs.

Second, growing disruptions in the marketplace have affected public perception and delivery of services. For example, what is a “phone” or “phone service” nowadays? It’s not as simple as it was 20 years ago. In the wireless space, for example, it is taken for granted that “phone service” includes instant messaging, texting and other communication capabilities beyond bilateral conversation. In the same way, the value we can add to employers or clients is not as straightforward as it once was. Indeed, prospective clients and employers often appreciate or expect people they hire to possess value beyond their substantive skill set. Imagine a young lawyer who is hired not only for her legal knowledge and trial experience but also for proficiencies far afield from the traditional lawyering subset, such as social media skills.

If we go back to the value proposition concept above and apply it to ourselves, **what innovations and services do we most want to offer and to what extent will the market compensate us for them? What considerations and tradeoffs should we consider as**

part of our analysis? Whether you are reading this book for career transition, advancement or business development, these are the points we seek to define here.

The Concepts Behind this Book

For many months after publishing my first book, *Master the Interview: A Guide for Working Professionals*, I led seminars and worked with clients on an individual basis to help professionals and students develop their personal value propositions.

It struck me how many of them found the concept of a personal value proposition extremely challenging to define, even marketing professionals who were accustomed to thinking of value proposition as applied to abstract and concrete products and services. In the busy modern world, it seems, we have lost awareness of ourselves and become wrapped up in our careers without sufficient reflection of why we are in them.

At the same time, I often heard concerns about whether people could find jobs that were “interesting” or would be paid what they were “worth,” without an accompanying exploration and identification of what interesting even meant or the unique value they might offer in exchange for the compensation sought. As a coach, I help clients reframe these questions in a way that is more productive:

~~**Will they make it interesting for me?**~~

~~**Will they pay me what I am worth?**~~

Reframe as:

How can I take on challenges that are interesting to me?

What value can I add to increase my worth?

To reap the benefits of reframing, it may be necessary to change jobs. There are some jobs that cannot be remade to fit one’s interests or (newly-discovered) value proposition, no matter how much we may try. At other times, a fresh outlook can change everything.

When I have presented these concepts to scores of professionals - many of whom are mid-level or senior executives - I have discovered that many of us need some quality time getting more familiar with ourselves to flesh out each of the elements of the formula. **In fact, the more hard-driving and successful we are, the more we may benefit from reflecting on our personal value propositions – independent of job requirements for our current roles – as what worked to get us where we are may no longer be working.** This discovery prompted the workbook you have in your hands.

At times, we overestimate our ability to match what we seek to the needs of the market and what it is (i.e., people and companies) are poised to pay us to do. More often, we underestimate our ability to match our unique sets of needs and strengths to the market and create opportunities where they do not appear, at first glance, to exist.

Do not expect to breeze through this workbook in a weekend. I might kindly suggest that if your time available and commitment level is so limited, you will be better served with another resource. (See, for example, the abridged personal value proposition worksheets on my website.) While you can work at your own pace and complete as much or as little as you need here, to be effective this process does require some time commitment. The exercises in this book are designed to help you create that elusive balance and gain needed clarity to reframe and grow your career (and, if you embrace it, your personal life). Enjoy the journey as you discover and learn to leverage your value proposition.

One last point on the exercises: Since we all see read words on the page differently, if an exercise is unclear to you or seems to merit multiple answers, interpret it in the way that yields the best results for your self-discovery. This is a starting point to help generate ideas, not a quiz to be passed.

ANNE MARIE SEGAL

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About the book: knowyourself@segalcoaching.com

Website and blog: www.annemariesegal.com

SCHEDULE

Whether you are completing this workbook on your own or as part of a coaching workshop or other group program, it is helpful to set and keep a schedule for completion.

Today's Date _____, 20__

Target Completion Date _____, 20__

With the above in mind – which you can reset if needed – you can record the actual completion dates of each unit so you can gauge your progress against your targets. While there is no race to finish and life may hand you other priorities – give yourself a realistic amount of time, based on your goals – a bit of healthy internal competition may propel you forward on the days (and there will be some) that staying the course is a struggle.

If you are working through this book over an extended period of time, you can offer yourself support in the form of organized goals, either in advance or unit by unit.

	<u>Interim Target Date</u>	<u>Completion Date</u>
Unit 1	_____, 20__	_____, 20__
Unit 2	_____, 20__	_____, 20__
Unit 3	_____, 20__	_____, 20__
Unit 4	_____, 20__	_____, 20__
Unit 5	_____, 20__	_____, 20__
Unit 6	_____, 20__	_____, 20__
Unit 7	_____, 20__	_____, 20__
Unit 8	_____, 20__	_____, 20__
Unit 9	_____, 20__	_____, 20__
Unit 10 (finally!)	_____, 20__	_____, 20__

ACTION ITEMS

Record for easy access any major “a-ha” moments that generate action items while working through this book:

[illegible]

PART 1:

YOUR PRIORITIES AND STRENGTHS

UNIT 1 - THE ROADMAP

For many of us, the need (or desire) to work will accompany most of our adult lives, and a personal value proposition facilitates our careers in a number of key ways.

First, a personal value proposition arms us with a better understanding of the type of roles for which we are best suited, feel engaged and can make meaningful contributions.

At the same time, we all undervalue ourselves. By defining a personal value proposition, we are able to affirmatively state our worth and build our confidence from the inside out.

Third, a clear personal value proposition is the basis for “personal branding” and elevator pitches – that we are often urged to define and have at the ready – in each case to properly position ourselves in front of connections, clients, peers, firm leadership, hiring managers, recruiters and others. An elevator pitch or personal brand based on anything less leads to a shallow, hollow reflection that requires too much energy to maintain and does not actually lead us in the direction that we seek (or would seek, with such self-knowledge at hand).

To illustrate this pyramid of personal value proposition, branding and elevator pitches, I have often used the following or a similar set of images:

One or more elevator pitches

short, distinct and persuasive summaries of your personal value proposition, which can and should be tailored to your audience

Personal branding

the impression you create (actively, in line with your personal value proposition, or passively) when interacting with others, including your topics of conversation, word choice, tone, outlook, attire, etc.

To create a consistent result, have a consistent brand.

Personal value proposition

the people you serve, problems you solve and benefits you bring
(with examples that support the story you have to tell)

An authentic personal value proposition, at the base of the pyramid, supports both your elevator pitches and personal branding (covered in Part 4 of this book), helping you build credibility among your audience.

Your PVP Equation

After various iterations of the component parts that, collectively, comprise one's personal value proposition, I have boiled it down to the following equation:

$$\text{Your Priorities} + \text{Your Strengths} + \text{Market Needs} = \text{Your Personal Value Proposition}$$

An ideal career fits your needs while allowing you to use and grow your strengths.

YOUR PRIORITIES

YOUR PRIORITIES are what makes a role a good fit for you personally (and, by extension, make you a good fit for the job) because they express where you are motivated to invest your greatest time and efforts. Priorities can be broken down into interests, values and preferences.

Interests are what you enjoy, prefer and/or are personally committed to do, **values** are how you find and generate meaning and **preferences** reflect your work style, character and temperament.

YOUR STRENGTHS

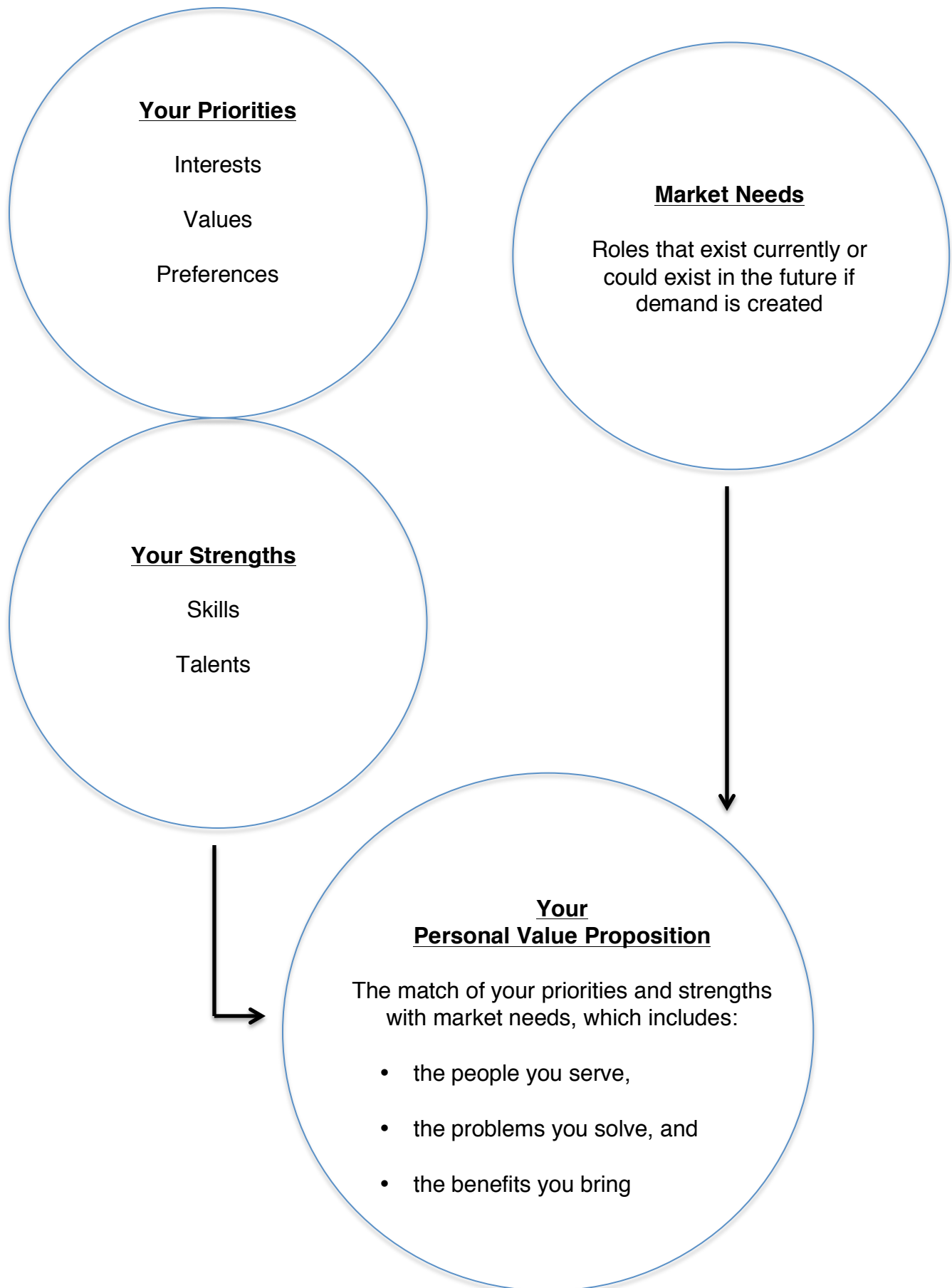
YOUR STRENGTHS (which you also may have heard described as “competencies”) can be further broken down into your skills and talents.

Skills are concrete, substantive areas of proficiency that you hold, have achieved or can achieve through focused efforts. **Talents** are what come naturally or easily to you, whether innately or through repeated exposure.

MARKET NEEDS

MARKET NEEDS, on the other hand, are roles that exist currently or could exist in the future if sufficient demand is created. Broad and niche markets for your strengths can include traditional employers as well as a larger audience (e.g., clients, consulting engagements, investors or donors).

As an specific example, public speaking may be part of your value proposition if you enjoy speaking to groups (**interests and preferences**) and/or are committed to a cause or organization that you want to advance through public speaking (**values**), invest the time to become a leader comfortable speaking to groups (**skill**) or have an affinity for it (**talent**) and accurately perceive a demand for your services on the proposed topics (**market needs**).



Here is how these might play out for a mid-level marketing professional (let's call him Alex):

Alex's interests are to continue to inject his quirky storytelling style and design into marketing campaigns, work more directly with clients, move into a management role and, if possible, travel internationally. He also would be keen to incorporate his love of nature and animals into his work product or workday, as long as it does not limit his options.

Alex's values include his desire to creating marketing materials that make a difference in people's lives, not just sell products. He also is committed to working on behalf of children on the autism spectrum (such as his nephew), especially finding ways to increase their employment opportunities, which he already does in his spare time.

One of **Alex's preferences** is to work autonomously, but he also likes how a team provides the ability to bounce ideas off each other. He likes quiet work environments in which people are serious about their work, and he cannot stand people who take credit for others' ideas.

Alex's skills include marketing strategy, social media, relationship-building, research, writing, design and other areas, in addition to fluency in Spanish and proficiency in Chinese. He is a master of project management and meeting deadlines, even on tight time frames.

Alex's talents include an uncanny ability to translate the pulse of current events to marketing campaigns, although he is still growing his awareness of how to craft these messages without offending anyone. He has strong leadership capacity and is well liked, but he has not held any recent leadership roles (his last one being Eagle Scout in high school).

As Alex investigates **market needs**, he will need to consider the strengths above as well as others he may uncover. First, Alex can evaluate *his current firm*. Is his quirky marketing style an asset to their client base? Does the firm value his strengths? Will they develop his talents and promote him? Is the environment conducive to doing his best work?

Alex can also seek out *other marketing agencies* that are looking for employees they can groom into leaders/partners as well as those in need of his specific skills and talents. He must be careful to temper his priorities with deep consideration of which roles will best suit and support his strengths, but he should not discount his priorities either, as they can help ensure a better long-term fit and may even give him an edge in some companies.

If Alex has the resources, temperament and desire to start *his own firm*, he may consider what additional skills will be needed for launch, growth and beyond on a daily, quarterly and annual basis. Most importantly, he will need to grow his skill for relationship-building into a new skill for client-generation. He may incorporate his interest in travel into his value proposition, offering it as an asset to clients who seek a smaller firm to service a larger area, including those focused on social media campaigns. Alex may have more autonomy at his own firm and a greater ability to craft his own message, but he should be aware of his desire to interact with a team (by building his own or through collaboration with others).

ABOUT THE AUTHOR



ANNE MARIE SEGAL is a career and leadership coach, resume strategist, author and speaker who works with attorneys, executives and entrepreneurs.

Anne Marie has worked with hundreds of professionals on career transitions, advancement, leadership, job interview preparation, resume writing and personal branding. With 15 years of experience as a corporate attorney prior to coaching (including 10 years focused on hedge funds and private equity), coupled with earlier study and work in the arts, Anne Marie is a grounded, practical and industry-savvy coach and writer. She relishes helping professionals unlock advancement in their careers by recognizing, enhancing and communicating their value.

Anne Marie holds a J.D. from New York University School of Law, an M.A. in Art History from The University of Chicago and a B.A. in Fine Arts (Photography) from Loyola University of Chicago. She received her coaching certification as a Certified Career Management Coach and is also a Certified Professional Resume Writer.

In October 2016, Anne Marie published *Master the Interview: A Guide for Working Professionals*, available online through Amazon, Barnes & Noble and a host of independent booksellers. *Know Yourself, Grow Your Career: The Personal Value Proposition Workbook* is her second book. She is a frequent public speaker and has been invited to present to the United Nations (ICTY/MICT), University of Chicago, Association of Corporate Counsel, United Way and National Resume Writers Association, among other organizations.

Anne Marie is available to discuss private, one-on-one leadership, career and business coaching and writing. Please reach out through the contact form on her website or email her at asegal@segalcoaching.com.

For questions about the book, please direct inquiries to knowyourself@segalcoaching.com.



ANNE MARIE SEGAL is an executive coach, author and frequent public speaker. She writes for the Forbes Councils at Forbes.com and is author of MASTER THE INTERVIEW.

Prior to her coaching career, Anne Marie was a corporate attorney at White & Case LLP and a multi-billion dollar hedge and private equity fund, among other roles.

WE ALL WANT OUR CAREERS TO BE SUCCESSFUL, but many of us struggle to define success for ourselves and create careers that both play to our strengths and meet our needs.

KNOW YOURSELF, GROW YOUR CAREER provides a framework to reconnect with and enhance your skills, talents, interests and values and construct a personal value proposition that advances your career goals while meeting the needs of employers, clients and others who may hire or invest in you.



Anne Marie's supportive but no-nonsense voice will guide you through the specific steps of figuring out who you are, identifying what value you bring to the world, and sharing all this in a way that will get you actual jobs.

- Michael F. Melcher, Author, THE CREATIVE LAWYER and host of the podcast, MEANWHILE

Know Yourself is a one-stop resource for anyone wanting to take charge of their career trajectory and do so from a place of integrity, authenticity and inner power.

- Hyeon-Ju Rho, Leadership and Transition Coach



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