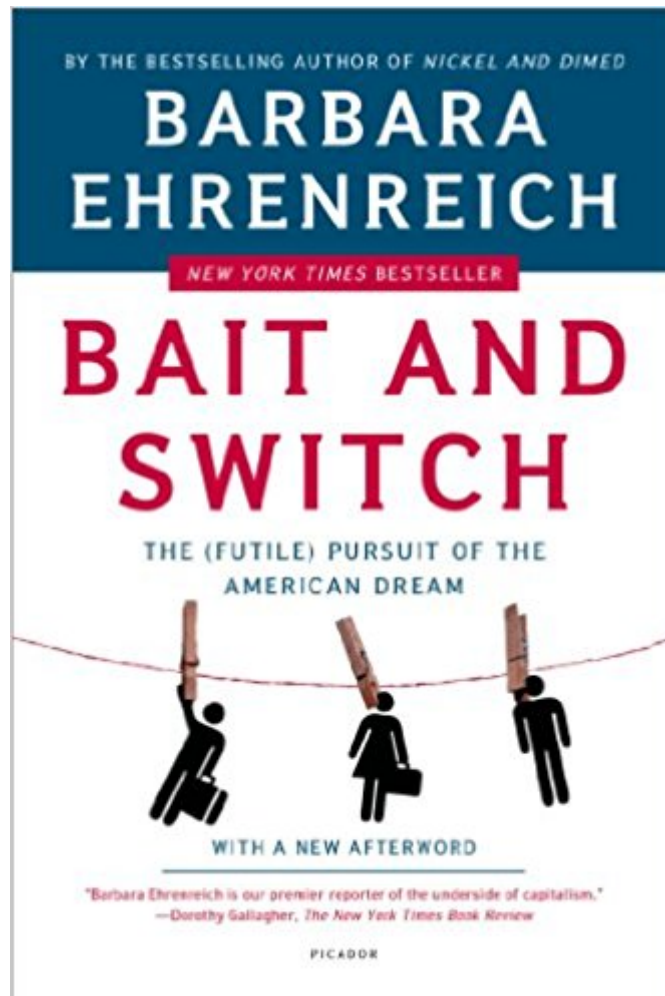




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Bait And Switch: The (Futile) Pursuit Of The American Dream



Synopsis

The New York Times bestselling investigation into white-collar unemployment from "our premier reporter of the underside of capitalism" *The New York Times Book Review* Americans' working lives are growing more precarious every day. Corporations slash employees by the thousands, and the benefits and pensions once guaranteed by "middle-class" jobs are a thing of the past. In *Bait and Switch*, Barbara Ehrenreich goes back undercover to explore another hidden realm of the economy: the shadowy world of the white-collar unemployed. Armed with the plausible ruse of a professional "in transition," she attempts to land a "middle-class" job. She submits to career coaching, personality testing, and EST-like boot camps, and attends job fairs, networking events, and evangelical job-search ministries. She is proselytized, scammed, lectured, and again and again rejected. *Bait and Switch* highlights the people who have done everything right—gotten college degrees, developed marketable skills, and built up impressive resumes—yet have become repeatedly vulnerable to financial disaster. There are few social supports for these newly disposable workers, Ehrenreich discovers, and little security even for those who have jobs. Worst of all, there is no honest reckoning with the inevitable consequences of the harsh new economy; rather, the jobless are persuaded that they have only themselves to blame. Alternately hilarious and tragic, *Bait and Switch*, like the classic *Nickel and Dimed*, is a searing exposé of the cruel new reality in which we all now live.

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Customer Reviews

Questions for Barbara Ehrenreich Through over three decades of journalism and activism and over a dozen books, Barbara Ehrenreich has been one of the most consistent and imaginative chroniclers of class in America, but it was her bestselling 2001 book, *Nickel and Dimed*, a undercover expose of the day-to-day struggles of the working poor, that has been the most influential work of her career. Now, with *Bait and Switch*, she has gone undercover again, this time as a middle-aged professional trying to get a white-collar job in corporate America. We asked her a few questions about what she found:

.com: Your previous book, *Nickel and Dimed*, became a blockbuster bestseller with a classic "there but for the grace of God go I" liberal message just when the general political mood of the country seemed to be going in a very different direction. Why do you think it struck such a chord? What sorts of reactions have you gotten to it over the past four years?

Barbara Ehrenreich: A lot of *Nickel and Dimed* readers are people who regularly inhabit the low-wage work world, and many of them write to tell me that the book affirmed their experience and made them feel less alone and ignored. Other readers though, are affluent people who write to say I opened their eyes to a world they'd been unaware of. For those people, I think one appealing feature of *Nickel and Dimed* is that it's a personal narrative that gives them a look at lives lived at the margins of their own. The most gratifying response has been from people who tell me the book inspired them to become activists for things like a living wage or affordable housing.

.com: At what point did you realize that your new book, *Bait and Switch*, in which you went undercover again, this time to tell a story of working in corporate America, was instead becoming one of not working in corporate America? Is that the story you expected to tell?

Ehrenreich: My initial aim was not "to tell a story of working in corporate America" but to try to understand the human underside of corporate America--the job insecurity, the constant layoffs and downsizings that now occur even in the best of times. I expected to get a job and hence an inside view, but I always knew that that would be very difficult. After about 4-5 months of job searching, I began to get seriously discouraged, but I also came to understand that a fruitless search is in fact a very common experience. After all, today 44 percent of the long-term unemployed are white collar folks--an unusually high percentage. It's their world I entered, and their story that I tell in *Bait and Switch*.

.com: For someone with a white-collar career, you didn't have much experience in corporate culture before you attempted to join it for this book. What surprised you the most about what you found?

Ehrenreich: What surprised me most, right from day one of my job search, was the surreal nature of the job searching business. For example, everyone, from corporations to career coaches, relies heavily on "personality tests" which have no scientific credibility or predictive value. One test revealed that I have a melancholy and envious nature and, for some reason, was unsuited to be a writer! And what does "personality" have

to do with getting the job done, anyway? There's far less emphasis on skills and experience than on whether you have the prescribed upbeat and likeable persona. I kept wondering: Is this any way to run a business? I was also surprised--and disgusted--by the constant victim-blaming you encounter among coaches, at networking events for the unemployed, and in the business advice books. You're constantly told that whatever happens to you is the result of your attitude or even your "thought forms"--not a word about the corporate policies that lead to so much turmoil and misery.

.com: You seemed to make much closer ties with your fellow workers in Nickel and Dimed than you did on the white-collar job hunt. What was different this time? Ehrenreich: You're right--there is a difference. But it's not so much a matter of personalities as it is about two different worlds. There's a lot of camaraderie in the blue-collar world I entered in Nickel and Dimed. People help each other and look out for each other; they laugh together--often at the managers. The white-collar world doesn't encourage camaraderie, far from it. There it's all about competition and fear--of losing one's job, for one thing. Other people are seen as sources of contacts or tips, at best; as competitors or rivals, at worst. And among the unemployed add shame and a sense of personal failure, the constant message that it's all your own fault. All this discourages any solidarity with others or real openness.

.com: God forbid anyone would come to your book as a guide for finding a white-collar job, but what advice would you give to someone in the shoes you put yourself in: a middle-aged professional woman, in fear of falling irrevocably out of touch with the world of the regularly employed? Ehrenreich: You don't think I'd make a good career coach? OK, but I have three pieces of advice for the middle-aged, middle-class job seeker anyway: One, be very careful how you spend your money and time. Since the mid-90s, a whole industry has sprung up to help--or, depending on your point of view, prey upon--white-collar job seekers. The "professionals" in this business are usually entirely unlicensed and unregulated. Also, watch out for events billed as "networking" opportunities that really have another agenda--like recruiting you into expensive coaching or proselytizing you into a particular religion. Two, don't count on the internet job sites to find you a job or even an interview. On any of these sites, your resume will be competing with hundreds of thousands of others, and most large companies today don't even bother reading online resumes; they have computer programs scan them for keywords (and you won't know what those keywords are.) Three, and most important: stop believing that it's your own fault. That's the first step to recognizing the common problems facing white-collar workers and responding to them. I'd be thrilled if this book, like Nickel and Dimed, also inspires readers to get involved and become active in efforts to make life a little easier for the growing numbers of people who are unemployed, underemployed, or anxiously employed. What could they do? Lobby for universal health insurance

that's not tied to a job, for example. Fight for extended unemployment benefits. Raise their voices to complain about corporate tax breaks and subsidies that are justified in terms of "job creation" but often go to companies that are busy laying people off. One major reason job loss is so catastrophic is that we just don't have much of a safety net in this country. That has to change, and who's going to make it change, if not people like those I met in Bait and Switch? I've got a new website, barbaraehrenreich.com, and I'd like to hear from readers--both their stories and their ideas for how to take action. Classic Ehrenreich Nickel and Dimed: On (Not) Getting By in America Fear of Falling: The Inner Life of the Middle Class Blood Rites: Origins and History of the Passions of War

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A wild bestseller in the field of poverty writing, Ehrenreich's 2001 exposé of working-class hardship, *Nickel and Dimed*, sold over a million copies in hardcover and paper. If even half that number of people buy this follow-up, which purports "to do for America's ailing middle class what [*Nickel and Dimed*] did for the working poor," it too will shoot up the bestseller lists. But PW suspects that many of those buyers will be disappointed. Ehrenreich can't deliver the promised story because she never managed to get employed in the "midlevel corporate world" she wanted to analyze. Instead, the book mixes detailed descriptions of her job search with indignant asides about the "relentlessly cheerful" attitude favored by white-collar managers. The tone throughout is classic Ehrenreich: passionate, sarcastic, self-righteous and funny. Everywhere she goes she plots a revolution. A swift read, the book does contain many trenchant observations about the parasitic "transition industry," which aims to separate the recently fired from their few remaining dollars. And her chapter on faith-based networking is revelatory and disturbing. But Ehrenreich's central story fails to generate much sympathy—•is it really so terrible that a dabbling journalist can't fake her way into an industry where she has no previous experience?—•and the profiles of her fellow searchers are too insubstantial to fill the gap. Ehrenreich rightly points out how corporate culture's focus on "the power of the individual will" deters its employees from organizing against the market trends that are disenfranchising them, but her presentation of such arguments would have been a lot more convincing if she could have spent some time in a cubicle herself. (Sept.) Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. --This text refers to an out of print or unavailable edition of this title.

Starting with the positives, at least Ehrenreich acknowledges that the struggles to land a good job are as difficult for entry- and mid-level professionals as they are for blue-collar and unskilled

professions. It appears to boil down to whom you know and I think Ehrenreich had a distinct disadvantage in that she A) had "a Gap" in her resume due to the covert way she went about this and B) she apparently didn't know anyone in the field, which I find strange for a writer. In general, this book paints a somewhat accurate picture of the difficulties and scams encountered in the average white-collar job search, but I think Ehrenreich is a bit naive about it. Didn't she talk to anyone at PRSA to find out how they got where they are? I actually HAVE a career in PR and noted at least one method that Ehrenreich didn't try, or at least, didn't mention. I found there are really one of two possible paths to land a PR gig; cold-calling just doesn't work. One method that worked for me -- absent any good contacts in the field early on in my career -- was taking internships. One of my internships was paid and the other was unpaid, but both built up a little mental Rolodex of contacts for me and some of those people were able to at least provide references, if not job leads. The other method she didn't seem to address at all and that is: start out in the mail room or reception. In most PR and advertising firms, a professional fresh out of school or with a Gap will not just start out at some cushy \$50K account executive position right from the start. You start by sorting mail and taking phone calls. Back in the 80s, we called that "getting your foot in the door." Once you're in, then you hustle. You make friends, you go to lunch with people who are in a position to hire, you keep your ear to the ground for open positions and you position yourself (by getting involved in various projects) for job promotions and transfers to the job you want, not unlike interning. Never in my life have I wasted money on career coaches (who have no credentials or otherwise obvious insight), job fairs, recruiters, or any of that stuff. In fact, all the career counseling material I've read advises against that sort of thing. If you have to pay money to get a job, it's probably not all that legitimate in the first place. Second, if one had the money to waste on a \$4,000 workshop, why does one need a job? That sort of thing is totally out of reach for the newly minted college graduate or someone who has been working as a receptionist for minimum wage and is looking to move up the ladder.

Whether the author is correct or not, this is an entertaining book. The book is about how hard it may be to get a job if one isn't young. Ehrenreich experimented by searching for jobs and by trying out a variety of services that help people to find jobs. She discovered how hard it is to get traction during a recession. Some of the stories were funny because the characters were a little odd.

I understand what Ehrenreich was trying to do. This book was highly recommended by an adult collage student friend. She like it and was very impressed by the entire concept. I however work in

the professional healthcare/retail industry. I found her attempts to understand the professional industry weak and very much like too many others who want in without working their way up, or going to school for the baseline knowledge. My friend said that I missed the point, but I feel as if the author mimicked a half a dozen or so applicants I interviewed this last month; trained to use buzz words, but have no real knowledge of the job. She does a rather remarkable job in pointing out that one needs far more than a "people personality" to go far in a professional world, and spending a grand or more in coaching is not a golden ticket. Overall, light and semi entertaining reading, not really the moral outrage of the common people being barred from elite jobs as it was introduced to me. Nickel and Dimed is by far the better of Ehrenreich's work.

great book, it is amazing how deep men of the cloth will go into personal degradation for a buck. Or perhaps not so amazing. The and the everyday con artists seem to fly in the same orbits.

The original idea behind this book was that Ehrenreich would do a white-collar sequel to "Nickel and Dimed." The planned project was that she would search for a quote-unquote real corporate PR/Communications job and then quit after 3 or 4 months. She used a partially falsified background to fill her resume, since the best-selling author Barbara Ehrenreich would presumably be too recognizable: she used her real maiden name, Barbara Alexander, and claimed that she had been a freelance PR and event-planning consultant. Her partially fake resume probably held back her job search, although no one ever called her on it during her job search (and even though, as we Americans found out the hard way during the aftermath of Hurricane Katrina with FEMA's Michael "Brownie" Brown, you can get a good job on the basis of a fake resume.) Also, she wasted a lot of time on life coaches and networking groups. These yielded some amusing anecdotes for her book, but were otherwise useless. I hope I am not giving away too much of the story by telling you that the original project never gets completed. She can barely even get any interviews, let alone an actual job. The only job offer she gets is selling insurance for AFLAC. And even that is not a real job with benefits: even though she would be selling health insurance to corporations in her area, she would not be able to use her own product. Her humor is much gentler than in "Nickel and Dimed" but this is in many ways an even more depressing book. Ehrenreich paints a bleak picture of Corporate America which suggests that this is an institution which is in a profound state of spiritual decadence.

Gives a view of corporate greed at its worst by maximizing profits on the backs of wage slaves with no way out.

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