

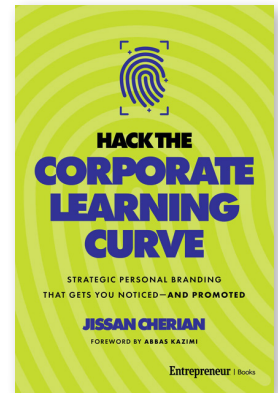


Executive Book Summaries®

Hack the Corporate Learning Curve

Strategic Personal Branding That Gets You Noticed—And Promoted

by **Jissan Cherian**



Contents

New Brand with No Market Awareness

Page 2

New Brand with High Market Awareness

Page 3

Established Brand Looking to Become a Market Leader

Page 5

Established Market Leader Being Challenged

Page 6

Market Leader Becomes a Founder

Page 8

THE SUMMARY IN BRIEF

A growing number of professionals work harder each year, yet feel increasingly invisible. Promotions slow, recognition feels uneven, and career paths become less predictable as companies restructure and reduce traditional development programs. Even strong performers can feel stuck, unsure how decisions are really made or why others advance faster. The core frustration is a lack of control over visibility, trajectory, and how one's value is perceived inside a large organization.

Hack the Corporate Learning Curve: Strategic Personal Branding That Gets You Noticed—And Promoted offers a practical response to that uncertainty. The book argues that career growth now requires the same deliberate thinking companies apply to managing their brands, and provides frameworks, exercises, and real-world examples to help readers define an authentic personal brand, increase enterprise-wide awareness, and navigate the unwritten rules of advancement.

Drawing on his 20+ years of experience in marketing, consulting, and leadership development, author Jissan Cherian reframes career progression as a branding and influence challenge. According to Cherian, by understanding one's current "career persona" and applying targeted strategies, professionals can move with intention toward success rather than waiting for recognition to arrive.

IN THIS EXECUTIVE BOOK SUMMARY

- Learn how to take ownership of your personal brand rather than relying on corporate career planning
- Identify your current career stage using clear career personas that guide your next strategic career move
- Turn setbacks, reorganizations, and layoffs into repositioning opportunities
- Build sustainable influence that supports promotion and long-term career mobility

Introduction

The days of expecting and relying on corporations and bosses to manage and drive your career development are over. Whether we're just entering the corporate world or have decades of experience, the modern workplace's unpredictability is making it harder for us to feel that we are in control of our career trajectory.

In an environment where visibility is key and change is constant, taking control of your personal brand will put you back in the driver's seat of your career. Chances are you're navigating the corporate maze and asking yourself:

- How do I stand out?
- How do I grow?
- How can I make my mark if it seems there are unspoken rules to corporate success?

The short answer? You hack it.

Every year, companies spend millions of dollars curating and nurturing their corporate brands to ensure consumers love and cherish what the brand represents.

Why don't we, as the owners of our own personal brands, take the same meticulous steps to craft and build a compelling story of ourselves throughout our career—and shape how we're perceived along the way?

We are going to focus on the Five Personas of personal branding. These Five Personas build on each other, but you'll learn that movement within them can be fluid as your experiences, visibility, and roles change throughout your career.

Each persona is structured around four dimensions of strategic personal branding, with practical actions designed to build visibility, influence, and credibility at that stage:

- **Market awareness** – how to understand your organization's priorities, power structures, and key stakeholders, and expand your network accordingly
- **Consumer perception** – how to intentionally shape how others interpret your work, leadership presence, and potential
- **Brand strengths** – how to clarify, strengthen, and deploy your differentiators in a changing context
- **Marketing tactics** – the concrete moves that increase exposure, advocacy, and career momentum

These dimensions remain consistent across all five personas. What evolves is the level of sophistication and scale at which you apply them.

PERSONA 1

New Brand with No Market Awareness

Just like a new product launch needs to rapidly build awareness and trust with consumers, a new employee faces the challenge of strategically building their visibility and credibility within their organization.

They start with no existing network while also having to learn the unwritten rules to make a positive first impression. This is a critical stage in which their careers can either accelerate or stall, depending on how well they navigate it.

Market Awareness

1. Understand your company's enterprise priorities

One of the best places to start when trying to understand enterprise priorities is going back and reviewing the presentations at the start of the year, which are typically delivered by senior leaders in a town hall meeting. Take note of strategic priorities, focus areas, or capabilities the leadership team is expecting as critical enablers of success.

2. Understand your company's structure and decision-makers

Typically, companies signal who has decision-making authority by the number of resources, through head count or budget, that are allocated to certain departments. Over the first few months, pay close attention to the interpersonal relationships between the leaders of these areas.

3. Understand the critical stakeholders for your network

Start making a list of the specific stakeholders within your team or in other departments who will be crucial to the success of your projects. These stakeholders could be leaders with the authority to either approve or derail your project, depending on whether they are aligned with it.

Consumer Perception

1. Understand what your work style communicates nonverbally

In the early weeks of a new role, there will be limited opportunities to deliver financial performance, project deliverables, or significant business impact. Therefore, you need to focus on what your work style and everyday approach to office engagement communicate about you to others.

2. Understand what your questions communicate

My recommendation is to use public forums as an opportu-

The reality is that your performance will be evaluated in comparison with those around you.

”

nity to ask questions that allow you to demonstrate relevant previous experiences or show your understanding of the broader enterprise context.

3. Volunteer for projects to learn by doing

As a new employee, it's easy to defer any extra work in favor of focusing solely on the projects you've been assigned. However, offering to take on additional responsibilities beyond your day-to-day duties not only signals to your manager that you're actively learning but also gives you more exposure to senior leaders and other individuals on your team.

Brand Strengths

1. Self-discovery

Building a personal brand begins with taking a comprehensive inventory of who you are, what you stand for, and what brings out the best in you at work. Before you can shape how others perceive your value, you need to define it for yourself. You can begin that process by:

- Identifying your natural strengths
- Validating your natural strengths
- Connecting your strengths to your work style

2. Organizational discovery

Once you've completed a comprehensive inventory of yourself, it's time to shift your focus externally and begin researching how your organization operates, particularly in terms of how talent is identified and nurtured.

Start by understanding how talent management works in your organization. Ask for the specific job description that was used to recruit for your role so you're clear on the skills framework guiding expectations. Then ask for concrete examples of what "meeting expectations" and "exceeding expectations" look like in practice. This clarity allows you to align your performance with how success is formally defined.

It's also important to understand your performance benchmarks. The reality is that your performance will be evaluated in comparison with those around you. To increase your chances of being promoted, focus on consistently demonstrating the skills and performance expected at the level above you—not just your current role.

Marketing Tactics

1. Volunteer for projects and initiatives

Actively listen for opportunities to volunteer for additional work, projects, or initiatives that allow you to showcase your capabilities. While it's important to show initiative, be careful not to take on more than you can handle, especially early in your role.

2. Contribute to discussions early and often

Too often, individuals new to an organization join meetings or large team discussions and hesitate to speak up. What they fail to realize is that the early days are the best time to ask. If you choose to keep quiet and avoid asking anything, you might unintentionally stand out in a negative way.

3. Build relationships with peers and colleagues

In the first few weeks of a new role, prioritize meeting individually with key stakeholders involved in the projects you're working on. Then expand your focus to include other team members and cross-functional colleagues who work closely with your group but not necessarily on the project you're managing.

4. Be physically present and visible in the hybrid work environment

It can be more difficult for newcomers to understand team dynamics and workplace culture in a hybrid setting. To stay visible, always turn your camera on when joining meetings remotely, and choose a seat where you can be seen when attending in person.

PERSONA 2

New Brand with High Market Awareness

An employee who starts to establish a track record of success will begin to attract new opportunities that tap into their potential and stretch their capabilities even further.

For the employee, it's a bit of a balancing act; they need to leverage their existing reputation and skills but also build new relationships and prove their value in a completely novel environment. It's all about showing confidence in what they

know while also being open and humble enough to learn the new systems and dynamics at play.

Market Awareness

1. Leverage your existing network to cultivate new connections

Reach out to your existing network and see who might be able to introduce you to fresh contacts within your new department. Another option is to use a social network app, such as LinkedIn, to see which connections you have in common.

2. Showcase your skill set by proactively supporting departments

Organizations often place high performers into new departments to help expand their skill sets and broaden their experiences. If this happens to you, take the time to see if you can still offer support to the departments you worked with before.

3. Navigate the perceived awkwardness of peers becoming your direct reports

As you build a track record of success, there's a high likelihood you may find yourself in a position where yesterday's coworkers and peers suddenly become today's employees and direct reports on your team. Many leaders experience this situation, and here are tried-and-true ways to manage the perceived awkwardness:

- Approach your team with humility and respect
- Set clear expectations while demonstrating active listening
- Remain approachable while maintaining professional boundaries

4. Prioritize identifying your senior mentor

If your organization hasn't already identified a mentor for you, this is an important stage in which you should request one or take the initiative to find one within the company. A mentor is usually someone who is further along in their career and took a career path similar to yours or what you aspire yours to be.

Consumer Perception

1. Shape your manager's perception

The perception of you within an organization isn't formed solely by the work you deliver; it's also influenced by how regularly and effectively you update your manager and how clearly you communicate the business impact of your work.

2. Build your thought leadership platform

In today's modern workplace, social media is no longer just a reflection of your personal life and relationships; it has become a platform where you can build and demonstrate thought leadership. Don't wait until you're in a senior-level role to begin building your social media presence. It's far more effective to build that identity gradually and consistently over time as you gain knowledge and experience in your career.

3. Mentor others to develop your people leadership

If you're meeting or exceeding expectations on your projects, mentorship is an excellent way to signal to the organization that you aspire to become a people leader in the future. Serving as a mentor helps others grow and provides you with a safe space to practice and refine your active listening and emotional intelligence and get valuable, real-time feedback for your mentoring skills.

Brand Strengths

1. Translate your natural strengths to new roles

What you will quickly learn as you progress through your career is that your natural strengths should organically fit into many different contexts and roles. Within the first 30 to 60 days of your new job, you should look to role model and specifically demonstrate your strengths in action as they pertain to your job. The goal is to gain early momentum and wins with your peers and manager by revealing that the strengths you bring to the role are driving performance.

2. Bridge skills gaps in a new role

Once you've identified your strengths, go back through the job description, noting or highlighting where you have clear skills gaps. Just to be clear, this is to be expected as the organization is moving you into new departments to accelerate your training and growth.

3. Develop storytelling to drive memorability

Begin creating and practicing the skill of effective storytelling. The goal is to create a small set of stories that showcase your strengths in action. Working on these stories and having them ready to leverage in various forums can help drive your memorability and credibility in the organization and tie your brand to your strengths.

4. Build compelling development plans

Most corporate roles ask employees to complete two important documents on an annual basis: a list of your business objectives and goals for the year and your employee develop-

Focus on consistently demonstrating the skills and performance expected at the level above you—not just your current role.

”

ment plan. These developmental plans are important for an individual's career development. You are accountable for the quality and effectiveness of your development plan, even if your manager does not request or require it.

Marketing Tactics

1. Proactively improve your department or team processes

As you continue to deliver on the projects your manager assigns while also volunteering for enterprise opportunities, don't forget to take a step back and see if there are inefficiencies or broken processes that could be improved. Then offer to lead a team of associates to tackle improving them without being asked.

2. Identify high-potential emerging talent

By building early relationships with emerging talent in the organization, you create trust and credibility that may benefit you later in your career when you can put together your own teams. Think about this as having early access to people who see you as an early and influential mentor.

PERSONA 3

Established Brand Looking to Become a Market Leader

Many professionals reach a point in their careers at which they either stall or settle into middle management for the long term. However, if you're looking to move from middle management to a senior leadership role, there's an expectation that you'll need to step outside your comfort zone to go from good to great.

This is the point where your personal brand begins to extend beyond yourself. It starts to influence your team, your department, and the broader organization.

Market Awareness

1. Level up your network to enterprise stakeholders

Annually, executive leadership teams conduct a talent review focused on identifying and understanding the highest-potential employees who may be two to three levels below them.

While these individuals may not yet be ready to step into executive leadership roles, those identified during this review represent the future leadership pipeline for the organization.

2. Establish internal thought leadership

Most companies have a department responsible for building skills and developing training frameworks across the organization. One way to elevate your organizational awareness and impact is by establishing internal thought leadership through this team.

3. Partner with HR on talent management initiatives

By volunteering to support HR on talent management initiatives, you not only deepen your relationship with a key stakeholder but also increase the likelihood that you'll be remembered and advocated for. It positions you as someone who is not only highly capable but also contributes meaningfully to the broader organization.

4. Build relationships with heads of cross-functional departments

This is important because it prepares you for the moment when you're assigned a high-profile project. If you encounter challenges on such a task, having a relationship with the head of a cross-functional department can be a game changer. It allows you to escalate issues and remove barriers more quickly and effectively.

5. Drive advocacy through a senior sponsor

A senior sponsor is typically an executive responsible for learning about your strengths, understanding your career aspirations, and positioning you for future roles in the company. Most importantly, this is the person who will advocate for you in rooms where decisions are made, and where you are not present.

Consumer Perception

1. Enter the organizational succession plan

If you are considered a high-potential employee within the organization, you may be included in succession planning. This means the company is thinking about your long-term future and where you could fit. In this situation, it's essential for you to communicate your own aspirations and where you see your long-term potential within the organization.

2. Establish your external thought leadership

Business leaders now have more opportunities than ever to own and amplify their personal platforms. Social media sites such as LinkedIn allow middle managers, senior leaders, and executives to share original content, celebrate organizational achievements, and shine a spotlight on the teams they lead, all in a public forum.

Here's how to strengthen your external presence:

- Update all relevant education and employment history so that your profile functions as a living résumé
- Seek recommendations from your network
- Consistently post original content that demonstrates your thought leadership or actively participate in discussions on relevant leadership topics

3. Become a talent magnet with high-potential employees

Your track record of being a leader who develops, motivates, and inspires will naturally position you as a talent magnet within the organization. You want to create an environment in which people on your team are so content that they don't want to leave, while at the same time, people from other teams are eager to work with you.

Brand Strengths

1. Build a team with complementary strengths

Once you've identified your top five natural strengths, you'll want to understand what blind spots this creates for you. This requires you to be highly self-aware to identify the type of individuals you should bring to the team to complement your skill set.

2. Level up storytelling to drive inspiration and folklore

Storytelling is used to help drive inspiration with your team and the wider organization. There are three types of stories that you should be prepared to inspire with, as these are the most common challenges a high-profile project could face:

- Delivering above and beyond expectations
- Navigating complex issues and risks
- Accomplishing something that's never been done before

Marketing Tactics

1. Drive business results and performance

There are many different leadership styles that can be effective in driving business results and performance. Ultimately,

your company's culture will determine where you should fall on this spectrum in terms of your leadership style. That said, there are proven actions you can take to foster a high-performance culture, regardless of the specific leadership style you're employing:

- **Establish annual, quarterly, and monthly goals.** These quarterly goals help the team stay focused on the short-term deliverables needed to achieve the full-year results.
- **Track and hold your team accountable for delivering performance.** Create a scorecard that allows you to visually see whether or not key projects are on track or off in terms of delivering the quarterly results.

2. Define your team's values and culture

The best way to approach this is by holding a full-day team-building workshop that is focused on giving your team members a voice on what they believe this would look like when fully embedded and role-modeled. Every individual within your team should have a sense of ownership of the team culture and team values.

PERSONA 4

Established Market Leader Being Challenged

We shouldn't be surprised when our personal brands are challenged or battle-tested. In fact, we should welcome these moments, as they push us to grow, learn from failure, and ultimately, build an even stronger version of ourselves, one that reflects true resilience and grit.

The trust and credibility you've built over the years, the track record of success you've established, and the network you've nurtured will all become critical assets you can leverage during the process of building your personal brand.

Market Awareness

1. Invite your network to your brainstorming and ideation sessions

The reason we've been so intentional about building a network of stakeholders, mentors, coaches, and sponsors is that we can now leverage them as a sounding board for ideation and brainstorming. The individuals in your network believe in you and genuinely want to see you succeed. This has always been one of the most powerful assets to draw upon when facing a challenge.

Your network becomes one of the most powerful assets you can draw upon when facing a challenge. ”

2. Turn your network into your internal public relations team

We should look at your network as the internal public relations team for your personal brand. You've likely spent years building the group, so its members have a deep understanding of your strengths and capabilities. They can reassure executive leadership within your company that you're not only equipped to handle the challenge but also capable of navigating it to a successful outcome. In many ways, they act as protectors of your personal brand.

3. Build relationships with emerging stakeholders or departments

If your personal brand begins to struggle because of a shifting market dynamic or business challenge, it's critical to evaluate whether your current network is equipped to support you or if it's time to expand it to include new voices and perspectives.

Consumer Perception

1. Cement your external thought leadership

The thought leadership you've built serves as a safety net if a business challenge becomes a career-limiting event and you're forced to explore external opportunities. You should be starting to publish original thought leadership content around two specific areas:

- Celebrating your team
- Sharing lessons learned

2. Understand how performance is being evaluated

Many professionals make the mistake of assuming they are meeting or exceeding expectations based on past benchmarks, not realizing that those standards may have evolved. When managing a complex project or navigating a significant business challenge, it becomes essential to establish a continuous feedback loop with your manager. You need to understand how you're performing in the current context, and more importantly, how leadership is evaluating you based on any new expectations that may arise.

3. Understand the positive signs of micromanagement

When most people hear the word *micromanagement*, they immediately associate it with a negative environment, one in which leaders closely monitor teams and decision rights may

be taken away from the individuals responsible for running the team, organization, or business.

However, there are instances where micromanagement can actually be a positive signal.

If you want a micromanagement situation to be seen as a productive leadership technique, there are three key things you should do:

- a. Set a clear and finite timeline for how long the micromanagement period will last
- b. Define a clear business outcome or decision that must be reached by the end of this period
- c. Avoid removing decision-making authority from your team during this time

Brand Strengths

1. Role model resilience and grit

When facing a highly complex business challenge, many different strengths must be leveraged, demonstrated, and role-modeled to achieve success. Two key elements essentially serve as superpowers in these situations: resilience and grit. They communicate adaptability under pressure, sustained perseverance, the ability to build credibility and trust, and the strength to inspire teams, which is as close to a superpower as you can get.

2. Reassess your team's readiness potential

When working on highly complex projects, your team's strengths, weaknesses, and readiness to tackle challenges will be under a microscope. The organization will expect you to have a pulse on your staff, not only when the project is going well but also when significant challenges arise.

3. Use forward-looking storytelling to inspire new heights

At this point, storytelling has become a forward-looking, visionary approach used to inspire your teams to reach new heights. The premise is simple: Speak as though you and your team have already succeeded. Describe to your team members how they will have specifically achieved something that once seemed nearly impossible. In doing so, you're creating a clear and compelling vision of the reality that must become true to succeed.

Marketing Tactics

1. Align stakeholder communication

One of the biggest challenges during complex business situations is the emergence of multiple competing versions of the same story: differing facts, conflicting opinions, and varied interpretations of what's happening, both within the team and in the market.

There are three specific actions a cross-functional team can take to minimize this risk:

- a. Establish a single narrative
- b. Use shared documentation instead of verbal updates
- c. Appoint a central point of contact

2. Leverage your track record to maintain trust and credibility

As senior leaders assess whether you have the leadership skills to guide your team through the challenge, it's essential to consistently communicate your credibility and competence. Just as important, your network should reinforce that same trust and credibility on your behalf, especially in conversations where you are not in the room.

3. Ensure decision rights are at the correct level

While it may be tempting to assume that the most senior person should make all the calls, the reality is different. Decision rights should rest with the person closest to the issue at hand. Decisions should be made by those who are most knowledgeable about the subject and fully understand the implications.

PERSONA 5

Market Leader Becomes a Founder

Becoming a founder means believing there is something greater and more fulfilling worth pursuing, even if it requires harder work and longer hours in the short term than your corporate role demands. Once you make that connection, you can ask the next difficult question: Do I have intellectual property or thought leadership skills that would be valued in the marketplace as a standalone business?

Market Awareness

1. Turn your network into potential clients

Once you've made the decision to leave a company, you should proactively reach out to your network and share the news personally. Give them a bit of insight into your plans.

This deepens the connection and gives your contacts a chance to think about how they might support you in your next chapter.

2. Leverage your network as your external public relations team

Early in your entrepreneurial journey, you likely won't have a public relations team to amplify your message as a founder and leader. However, you can ask your network to leave ratings, reviews, testimonials, or even impactful quotes to feature on your website.

3. Learn from your network's entrepreneurial experience

Another powerful way to leverage your network is by connecting with individuals who previously left your company to pursue a similar entrepreneurial journey. Each of them brings unique experiences, lessons learned, and potentially even missteps they can share to help guide you as you begin.

4. Segment your network into investors, advisors, and mentors

One of the final and arguably most valuable exercises when starting your entrepreneurial journey is to segment your network into three distinct groups: investors, advisors, and mentors. By segmenting your network members this way, you can more strategically leverage their support, whether it's financial backing, guidance and advice, or wisdom gained through experience.

Consumer Perception

1. Define your core consumer and niche audience

A very common mistake many entrepreneurs or founders make early in their journey is being too broad in how they define their target consumer. Instead, focus on your core expertise. Identify a specific niche audience you're best equipped to serve.

2. Develop your thought leadership and then give it away

When you first start building a presence online for entrepreneurship purposes, you have to keep in mind the long game. You should not expect to monetize your content from day one. In fact, you should feel comfortable providing your thought leadership content for free, especially in the early stages of your journey.

3. Build a three-tiered revenue model

Start by researching the pricing strategies and product offerings of your competitors. Take note of how they price their services, how many tiers they use, and what's included at each level.

4. Build a cyclical personal brand ecosystem

This may sound more complicated than it is, so don't be intimidated by the scope of the term ecosystem. All it really means is creating a deliberate, cohesive presence across two or three key online platforms, where your content allows your audience to move fluidly between them.

Brand Strengths

1. Handle early setbacks with resilience and grit

Many entrepreneurs hit roadblocks and choose to walk away from their dreams. That lack of resilience and grit can be the difference between building a strong, sustainable business and folding at the first real setback. One of the best ways to cultivate resilience and grit is by building a strong support system around you.

2. Stay informed about industry news and trends

One of the first revelations I had after leaving my corporate role to start my entrepreneurial journey was that I no longer had seamless access to the industry news and market trends. To stay informed, I decided to focus on attending one industry conference annually. Conferences offer significant value: access to a large network of attendees, multiple relevant topics, and opportunities to hear from expert speakers and panel discussions.

3. Develop a founder's origin story

Now is your chance to tell your own story: a narrative that embodies your personal brand. When someone reads your origin story, they should feel empathy, excitement, and a real connection to who you are.

4. Invest in continuing education and certifications

As you embark on your entrepreneurial journey, take a close look at your competitors. Are they pursuing continuing education, certifications, or courses to build expertise that resonates with your niche audience? If your competitors are doing this, it's a strong signal that they're trying to create a competitive edge and differentiate themselves from you.

Marketing Tactics

Balance short-term value with long-term equity opportunities

If you operate in a B2B environment, you may encounter companies that want to work with you but lack the cash flow to afford your services. In these cases, you'll have to evaluate carefully: Is this client right for you right now? If you're financially stable and believe in the vision and future success

of the company, accepting equity can be an incredibly lucrative long-term opportunity.

Conclusion

The days of expecting and relying on corporations and bosses to manage and drive your career development are over. Employees should and will continue to make choices that are in the best interest of their career development, while companies continue to make decisions that are in the best interest of their bottom line.

The power of your personal brand has never been more important. It will be your trusted compass as you navigate the choppy oceans of the corporate world.

The reason why personal branding is often overlooked or not prioritized is that it can be incorrectly perceived as bragging or selfish. Fight that instinct.

You're building your brand because you want to be more than just a corporate commodity. In a world where employees are seen as replaceable and layoffs or reorganizations are profit levers, the individuals who have built a personal brand will be best positioned to maneuver through uncertainty.

If you stay within the organization, you will have a unique identity. If you are asked to leave, you will have a head start in finding your next role based on the personal branding investments you made in yourself. There's no downside.

Never forget:

Your work should be noticed.

Your story should be told.

Your brand should be nurtured.



Jissan Cherian is an award-winning marketing and leadership executive with more than twenty years of experience across consumer healthcare, technology, and consulting. He serves as Chief Marketing Officer at PetIQ and advises Sintra AI, while leading DVERSFY™, a platform focused on personal branding and inclusive leadership. Previously at Haleon, he managed billion-dollar brands including TUMS, Voltaren, and Aquafresh, earning Global Marketer of the Year honors. His career spans the United States, Vietnam, and Central and Eastern Europe. A graduate of the University of Texas and Carnegie Mellon, he also completed executive studies in artificial intelligence at MIT.

Hack the Corporate Learning Curve: Strategic Personal Branding That Gets You Noticed—And Promoted by Jissan Cherian. Copyright © 2025 by Jissan Cherian and DVERSFY LEADERSHIP, LLC. Summarized by permission of the Publisher, Entrepreneur Books. ISBN 9798897010288. Summary published by Soundview Executive Book Summaries®. Copyright 2026 Soundview, Inc. All rights reserved. Reproduction in whole or in part is prohibited. For permissions and reprints, please contact service@summary.com. 48SS04A
