

# **Meaning & Passion Insights**

## **What has Meaning & thus for which you have a passion**

### **Begin at the End Exercise**

On the career front this exercise didn't identify anything that had meaning or anything I was passionate about.

On the personal front it identified my passion for living in California.

### **Autobiography Exercise**

I have classic small town Midwest morals, e.g. I do what I say I will do, people trust me.  
I have a strong work ethic

### **Accomplishments Exercise**

#### **Values**

- My town was like a Norman Rockwell cover for Post Magazine
- I am very fortunate to have grown up in a small town with such close extended family and basic Midwestern values

#### **Newspaper**

- Learned when I get excited about something I can get carried away – I put so much time into the newspaper it started to affect my grades. I found working on it was a lot more fulfilling than studying engineering.
- Liked providing someone of value to the students

#### **Sports**

- Basketball and baseball were my passion from elementary school through high school
- It continued in college but mainly at the intramural and fraternity level
- I like improving myself and am willing to put the time in to do it.
- I like being part of a winning team

#### **Running things**

Became entrepreneurial (didn't know the word at that time), e.g. starting the college newspaper, trying a new approach to the fraternity Rush Book

Learned to manage others who knew more than I did, e.g. I had never been on a newspaper but found I could pull together people who knew all the aspects and put out a high quality weekly newspaper

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### Engineering

- They really love engineering; probably have wanted to do this for years. I had only heard about engineering as a profession when I was a senior via my math & science teacher
- They love to go into the lab and put what they learned in the classroom into practice, I don't. Labs are my least favorite part of engineering – a real red flag for a pragmatic degree.
- They want to go out and tackle real problems with what they have been learning. I feel like I don't know enough to do a good job.
- In fact I feel like I did working for my father – I will be an average, at best, engineer and I don't want to be average at anything.

### Personality Exercise

My official Myers-Briggs Type Indicator assessment is an **INTJ**

- **I** (Introversion): I focus on the inner world of ideas and impressions
  - o Clarity is **Moderate**
- **N** (Intuition): I take in information from patterns and the big picture and focus on future possibilities
  - o Clarity is **Clear**
- **T** (Thinking): I make decisions based on logic and on objective analysis of cause and effect
  - o Clarity is **Moderate (almost clear)**
- **J** (Judging): I like a planned and organized approach, plus I want to have things settled
  - o Clarity is **Very Clear**

### General Description of my INTJ personality type

- *“Ingenious and innovative, INTJ's have a unique talent for looking at almost anything and seeing how it can be improved, whether it's the smallest product or household chore, or an entire organizational system. By far their favorite subject for improvement is themselves. Most INTJ's are on a constant quest to increase their knowledge and, by extension, their overall competence.”*
  - o I have always enjoyed seeing how a way of doing things can be improved, e.g. the fraternity rush brochure
  - o I always want to broaden my knowledge
  - o This will help me as I move along in my career
- *“INTJs sometimes have difficulty operating comfortably in the “real world.” They tend to spend most of their time and energy in the inner world of ideas and possibilities, and they may be unaware of, or uninterested in, the more realistic details of their physical surroundings. This can result in small*

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*consequences, such as absentmindedly bumping into furniture or wearing mismatched socks, as well as larger ones, such as failing to realistically assess the feasibility of a project because they are unaware of the costs of necessary resources.”*

- I really appreciate a well thought out plan or design.
  - Designing the school newspaper and thinking of ways to make it really interesting and different is something I really enjoy. Dealing with the week to week deadlines is not as much fun
  - I will have to watch for this in my work life, maybe getting partners who are more grounded but not as creative
- *“They especially do not like to share their ideas or feelings until they can articulate them perfectly. INTJs are most comfortable operating on an intellectual level, so they are sometimes unaware of or surprised by the emotional reactions of others.”*
- I like to think things out before sharing them with others. Because I have spent so much time and they have not I tend to not give their ideas much weight in the discussions.
  - I fail to realize just the process of asking people for their input is valuable
  - I also fail to realize asking for it earlier in the project will stop me from getting locked into a path that might not be the best
- *“Hard workers capable of persevering against great odds, INTJs have enviable focus and determination, and they will not be deterred from reaching their goals.”*
- I have no problem working for long periods of time on a project.
  - I am definitely goal oriented – I get fixated on achieving goals
- *“Their single-mindedness comes with a price, however, as INTJs also may have trouble making the transition from one project to another. Usually it takes an even more fascinating, unique, or complex challenge to recapture their attention.”*
- I prefer to stay focused on one goal
  - It does take some time to get going on another project but once I switch gears I pick up momentum really fast
  - I will have to learn how to multi-task

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## What has Meaning & thus for which you have a passion

### - Strengths

- Ability to focus and concentrate deeply on issues
  - This has and will be extremely valuable
- Confidence and commitment to your vision
  - I would not have pulled off founding and running the school newspaper w/o believing given some of the doubters.
  - I am sure this will help me in the future
- Ability to work well alone; independent and self-directed
  - I need to find jobs that leverage this talent and preference
- Logical and analytical decision-making skills
  - I need to find jobs that leverage this
- Decisiveness and strong organizational skills
  - I have demonstrated this on the newspaper, the fraternity Rush Brochure and the fraternity Homecoming Display – all of these required me to build a plan and organize and manage people
  - I want to be an executive down the road in my career

### - Weaknesses

- Loss of interest in projects after creative process has been completed
  - I hope to find creative projects or create them
  - Where I have to do the implementation and maintenance I have to just suck it up. I have to remain a top performer
- Tendency to drive others as hard as you drive yourself
  - This is not all bad if I can make sure they have also bought in to the goals and we have discussed them before hand
  - If I am just expecting them to work the weekend because I am then that is not good
- Inflexibility about your ideas
  - I need to be more open about other people's ideas
- Tendency to be too theoretical and not consider practical realities
  - It needs to be on my checklist – is this practical? Ask XYZ, because he/she has that mindset
- Impatience with “social niceties” required of some jobs
  - I have to learn how to make small talk in a genuine way
  - I need to take other people's life into account
- Propensity to overemphasize work life to the detriment of home life
  - I need to have a life outside of school work now
  - When I am working I need to have a life outside of work
  - When I have a long term relationship I need to invest time in it and not just work

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## What has Meaning & thus for which you have a passion

### - Career Satisfiers

- Allows you to work independently but with periodic interaction with a small group of intellectual people within a smooth-running environment free from interpersonal squabbles
  - I like to work by myself on ideas but then I like to get feedback from people who are knowledgeable in that area, but don't have a personal agenda
- Exposes you to a steady stream of new information, providing you with new ways to increase your proficiency and competence
  - I like the chance to learn new things
- Lets you produce a product or service that meets with your own high standards of quality rather than with the personal likes or dislikes of others
  - I do not like to have my success based on the whims of others
- Does not require the repetitive execution of factual and detail-oriented tasks
  - I work on ideas and like to minimize repetitive work
- Provides you with a high degree of autonomy and control, with the freedom to effect change and develop people and systems
  - I work best when I can set my own goals, get agreement to them and are then left alone

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## What has Meaning & thus for which you have a passion Secret to Success

**Understand that using your strengths is easy.**

- 1) It has always been easy for me to make decisions based on an objective analysis of the situation and logic. This impresses many people, but it is not really a skill, rather a part of my personality.
- 2) Taking a planned and organized approach requires no work for me, unlike it does for others. It is second nature because I am obviously wired to take that approach.

**The secret to success for an INTJ is learning to:**

*“Consider practical realities, recognize the value of input from others, and balance your work and personal life.”*

- 1) ***Consider practical realities:*** This does not come easily to me and it has tripped me up over and over again in my career (and life). Sometimes I have been able to have people on my staff that would provide a “real world” view. Other times I just had to force myself to stand back. I still struggle with this problem.
- 2) ***Recognize the value of input from others:*** When you spend a lot of time inside your head carefully thinking out your ideas before exposing them to the outside world their ideas can feel like they are not of much value. It took me a long time to realize two things, one logical and one emotional.
  - a. Logically I was better off getting people’s input earlier in the process because they might have views I could see. As a typical linear thinker I could use some lateral input.
  - b. Emotionally people need to feel they have a chance to contribute and waiting so long to ask for input invalidates them. It is even worse when you basically reject their input because you present such an airtight case for your decision. Getting their input earlier makes them feel better about themselves and you. I realized I needed to ask more, not less, people because then I could pick and choose what input I used. Then I did not have to feel pressured to use any one-person input, or reject it.
- 3) ***Balance your work and personal life:***
  - a. This started in college and graduate school. When I got out in work world it actually got worse because there were no limits on the amount of work you could do – there was not final or paper that marked the end of the work required. For example as a financial analyst you could always find more things you needed to do on your projects. Then there were things to do to improve yourself to increase your chances for a promotion. The pressure to balance the personal and work life went up after you got married – now someone was at home 7 days/week – not just dates on the weekend. Then when you had kids the balancing act became even more complicated. By then you were higher up in the management chain and the

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work pressures were more intense, but so were the demands of the family. You wanted to be home for dinner with the family, but there were 7pm meetings.

- b. A lot of this is the down side to my strengths. It might come from taking a planned and organized approach (Judging) to life. I am always driven to get things accomplished and way too focused. It also probably comes from Thinking vs. Feeling method of making decisions. If I had more of a Feeling personality I would take a more people-centered approach and realize how my personal life often suffers when I focus too much on work.
- c. I have made major improvements as I have aged but this insight would have helped earlier in my career.

## - Career Insights Summary

- My personality type (INTJ) represents only 2 to 3% of the US population so I am somewhat unique
- But INTJ has a lot of potential careers/jobs that are very appealing to me. They play well to personality preferences I really enjoy
  - Thinking – making decisions based on logic and objective analysis
  - Judging - planned and organized approach where things get settled
- I need to pay attention to the Secrets to Success
  - Consider practical realities
  - Recognize the value of input from others
  - Balance your work and personal life

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## Interests Exercise

### - General Occupational Themes Insights

- Enterprising:
  - Interests: Business and Entrepreneurship started when I founded the college newspaper as a junior in college; Leadership exhibited itself early when I was the head of the Luther League (teenage group for my church), continued with high school (President of Senior class & President of Letterman Club) and then in college (VP of Sigma Nu fraternity & President of Student Body)
  - Work activity: like managing people (managing Fraternity Homecoming display & editor of school newspaper), persuading people (getting people on the staff of the school newspaper, creating a team to build the Fraternity homecoming display) and marketing (Fraternity Rush Brochure & school newspaper)
  - Potential skills: motivating others (staff as editor of newspaper, homecoming display workers as display manager),
  - Values: risk taker (founding the college newspaper – was told if you fail you won't get into the Blue Key Honor Fraternity), influence (writing editorials for newspaper)
- Conventional:
  - Interests: Organization (college newspaper, Fraternity Homecoming display), Information Systems (using computer to improve operations)
  - Work activities: Procedures/Systems (newspaper, rush brochure and homecoming display all required procedures), they all also required me to organize people and other resources
  - Skills: very analytical
  - Values: Efficiency (I ran newspaper, rush brochure and homecoming display in a very efficient manner), Accuracy (when I do projects I strive for accuracy)
- Social
  - Interests: Teamwork (I learned I can get much more accomplished by leveraging the expertise of others, e.g. newspaper & rush brochure photographers, writers; homecoming display construction and electrical people)
  - Work activity: Teaching (I taught during my summer job at Indiana Bell)
  - Potential skills: People skills (I can get people to work together on projects), Understanding (I can see other people's point of view)
  - Values: Cooperation (because I have mainly used teams to accomplish things I realize the value of cooperation), Service to others (I am willing to give my time and expertise to others)



# Meaning & Passion Insights

## What has Meaning & thus for which you have a passion

### - Strong Theme & MBTI Type Insights

- Enterprising and INTJ = Theoretical Persuaders
  - Like to persuade others, but not in a head on sales approach, rather through logic.
- Enterprising work environments
  - I like a fast paced environment - true, because I want to work in an industry that is leading edge
  - I am business oriented – true, because I am not really interested in non profit world
  - I am focused on those in positions of power & influence – true, because I want to be a senior executive
- INTJs at work
  - Enjoy strategic planning & problem solving at a systems level - true
  - Develop conceptual models – true, I like to understand what is happening at the highest level and then use a model to break it down
  - Apply tough-minded analysis – true, the conceptual model allows me to then perform analysis
  - Follow tasks through to completion – true, I do what I promise.
- Enterprising and INTJ individuals often like...
  - Management positions – true, I have had them in college and want to be part of a management development program in a company
  - Goal-directed decisiveness – true, I am very goal focused and I deliver what I promise.
  - **Systems for improving delivery of products & services – true, I like to make things more efficient**
- The report says “You may be appreciated for you ability to:”
  - Combine imagination & innovation with efficiency & productivity – while I am creative, I am also practical
  - Bring a future orientation to decision making – I am always thinking about the future
  - See the whole picture and envision how things could be done differently – that is why I use conceptual models
  - Follow through on projects and flex when necessary – I keep my promises

It also says “some enterprising work environments may seem a bit too fast paced for you.” “Your need for reflection and concern with innovation may at times be viewed by others as putting a damper on their enthusiasm”

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## What has Meaning & thus for which you have a passion

### - Personal Style & MBTI Preferences Insights

- Strong Work style + INTJ preferences for Introversion & Thinking
  - Work best when you, rather than others, control your level of people contact – true, I don't like being forced to go to lots of meetings
  - Like to work alone for a while and then share results with a small group or your team – true, that is exactly how I like working. Then I get feedback and some new ideas
- Strong Learning Environment + INTJ preference for Intuition
  - [Interested in knowledge for its own sake](#) – true, I enjoy learning things are loosely related or even tangential
  - Like exploring broad theories and concepts underlying your field – true, it allows me to develop conceptual models.
- Leadership style + INTJ preference for Introversion
  - Adopt an outgoing and directive style, but only after much thought and reflection – true, if I have done my homework I feel comfortable in a leadership position
  - Want a job that allows you to work independently on goals and then direct others to carry them out – true, I am more interested in ideas than implementation
- Risk taking + INTJ preferences for Thinking and Judging:
  - [Be most comfortable in positions that provide opportunities to take on new challenges](#) – true, I am career oriented and will find ways to move up
- Team orientation + INTJ preferences for Introversion
  - Work as part of a team and participate in group projects when necessary – true, while I enjoy working alone I know a lot of things require me to work in a team or group. It also gives me real world feedback on my work, plus I can pick up some information.

### - Overall Interest Inventory Insights

- Being in an Entrepreneurial environment is important
- I have a lot of interest in computers
- My personal style requires a lot of independence (working alone, taking charge, taking risks and independent roles)

### - Overall Strong & Meyers-Briggs Insights

- Fast paced environment
- Work with other people
- Learn to promote others
- Know marketing strategy
- Identify audiences

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## What has Meaning & thus for which you have a passion

### Strengths Exercise

Any career that was going to have Meaning and for which I would have Passion will have to leverage my natural Talents/Strengths.

#### Achiever

People who are especially talented in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.

- When I get going on a project I can really concentrate and focus
- I like to get things done, to be working on something
- Putting in a lot of time on something I enjoy & value is not hard work
- Because I get so involved in a project I have trouble switching gears and getting started in a new project

#### Responsibility

People who are especially talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

- I feel compelled to work very hard to meet my obligations, I don't want to disappoint anyone
- My Achiever talent provides the base for meeting my commitments.
- I want people to view me as trustworthy and reliable

#### Intellection

People who are especially talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.

- I approach almost everything from an intellectual viewpoint
- I enjoy comparing my theories with authors or speakers and especially enjoy when I find intellectual support for my ideas
- I will research topics and collect information

#### Input

People who are especially talented in the Input theme have a craving to know more.

Often they like to collect and archive all kinds of information.

- For areas in which I have an interest I actively seek out more information
- I am not afraid of large amounts of information because I use my natural analytical talents to sort through it
- I try to figure out the big picture
- I try to be the best prepared person through research

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### Strategic

People who are especially talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

- My logical approach to situations helps calm my colleagues
- I can see the larger issue that is hidden by the day-to-day issues
- I like to think and debate multiple solutions before deciding

### Skills Exercise

I will have the most passion for my work if I am in a career that leverages the Skills I enjoy using.

### Overall Skills Insights

- **Info Skills dominate (8 vs. 3)**
  - To “Be My Best” I should find a career that will leverage my Information skills
  - The Information Skills are the ones I enjoy using most on a day-to-day basis
    - Analytical Cluster (Analyzing, Evaluating, Organizing)
    - Creative Cluster (Visualizing, Creating/Synthesizing, Improving/Adapting)
    - Personal Technology
- **Leadership is important**
  - I am a natural leader and groups have recognized that in the past
  - I need to find a career where I can leverage this leadership ability

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## What has Meaning & thus for which you have a passion

### Stories Exercise

I really saw how finding meaning in publishing the newspaper and having passion for the effort made it not like work. In fact I experienced the newspaper role taking over my life – I willingly spent a lot of time on it to the detriment of my academics. *I saw the passion that comes from creating and growing something that was benefiting the student body.*

#### **Rose Newspaper Founder/Editor Insights**

Thus he advised not starting the newspaper since I might fail - this just made me want to do it to prove I could do it. INSIGHT: I CAN SEE I WAS AN ENTREPRENEUR WITH A SILICON VALLEY MENTALITY – I WANTED TO DO IT & FAILURE DID NOT BOTHER ME.

So I started to assemble a team to handle all the creative aspects of the newspaper - not an easy task since I had never been the editor of a newspaper. But I was able to find people who had worked on a newspaper in high school or who just had talents in the areas the newspaper needed. INSIGHT: I WAS A NATURAL LEADER AND MANAGER – WHICH I HAD ALSO SEEN IN HIGH SCHOOL.

I really put my heart into the newspaper and was so proud when it would come out. INSIGHT: I HAVE ALWAYS DONE MY BEST WHEN MY HEART, AS WELL AS MY HEAD, IS INVOLVED IN A PROJECT OR A JOB.

I never felt totally comfortable being an apprentice electrician/plumber. I could see my father had real pride in what he did and worked hard to be the best he could be.

#### **Apprentice Electrician/Plumber Insights**

I learned a lot of trade skills working for my father. It was also interesting to actually know what your father does for a living. But it was clear I would not be as accomplished at those 3 trades (electrical, plumbing and heating/air) as my father. I did not have the natural practical approach needed to be a good tradesman. Working for my father, working on farms and working on a road crew convinced me I should pursue a career that was more intellectual. I needed to make use of my natural strengths. I ended up going to engineering school. I also got my 1<sup>st</sup> lesson in running a business. My father made sure the customer got quality work at a fair price. He knew he would be successful by getting repeat business. Because I also helped him with billing customers and paying vendors I was able to learn about that side of the business. I remember discovering he was charging \$8/hour for my services but only paying me \$5/hour. He told me the extra \$3 pays him to tell/show you what to do and to inspect your work.

I saw farmers who had a real passion for their work. My work ethic, when applied to something for which I have a passion, will be a big factor in my success.

#### **Bailing Hay Insights**

I actually like to work hard; it gives me a real sense of accomplishment. I enjoy being part of a team, even if I am not the leader. I liked the way the farmers would organize the people and the equipment.

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### Drivers Exercise

The Drives in bold below will help me be my best and they will also be a part of what has Meaning to me. Others will indirectly help me (e.g. Lifelong Learning and Experiences) and also will be a big part of any career that has Meaning. Belonging will have to be part of my career.

- Create – I like to create new ideas and outcomes
  - **Creativity** - to be creative, have novel ideas, brainstorm
  - **Leadership** - to be a leader, like to motivate others, often in charge
  - Belonging - to have a sense of belonging, part of a team/task force/org
  - **Accomplishments** - to take on major assignments, sense of completion
  - **Passion** - to pursue a passion, e.g. fulfillment beyond paycheck
- Know – I like to be a “go to” person
  - **Authority** - to be perceived as an expert, people seek your advice
  - Creativity - to be creative, have novel ideas, brainstorm
  - **Problem Solving** - to break down problems & solve them, take on tough ones
  - **Value** – to give value to others & be indispensable
  - Lifelong Learning - to be constantly learning, curious, learn outside job requirements
- Grow – I like to continue to learn & pursue ideas
  - Experiences - to have new experiences; meet new people, novel situations
  - Lifelong Learning - to be constantly learning, curious, learn outside job requirements
  - Problem Solving - to break down problems & solve them, take on tough ones

### Measure Your Life Exercise

#### 1) How can I be sure I will be successful and happy in my career?

I believe I will be both successful and happy in my career if I can continually pursue careers that fit the definition of Right Careers. I say careers because I believe I will have multiple careers during my 40+ year professional life. I have read that my generation will have from five to eight careers. The circles in the Right Career Venn diagram provide the structure for my answer:

Last I have to recognize the unique challenge of my INTJ personality posed by the author of “Do What You Are”: “**Consider practical realities, recognize the value of input from others,** and balance your work and personal life.” I can get very inspired by ideas and forget to take into account the practical realities. This enthusiasm and mental quickness leads to me not taking other people’s opinion into account. I need to truly solicit and use opinions from knowledgeable people.

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### **2) How can I be sure that my relationships with my spouse, my children, and my extended family and close friends become an enduring source of happiness?**

I am very fortunate to have been raised in a Normal Rockwell environment. We lived in a 400-person Midwest town where everyone knew everyone else. My great grandfather had moved there from Sweden in 1874, my grandfather had lived there and my father had lived there. I am also fortunate to have the parents I have. They too were raised in this small close-knit community. I saw how important family, friends and community were to them.

I have to recognize the unique challenge of my INTJ personality posed by the author of “Do What You Are”: “Consider practical realities, recognize the value of input from others, and **balance your work and personal life.**” I must ensure my pursuit of the three Venn circles (Be your Best), Meaning/Passion and Economic Engine doesn’t turn my life into a one-dimensional event. By the time I recognize that is happening it will be too late.

I also have to recognize the challenges to leading a balanced life posed by my strengths. I am someone who will do what I say I will do. I also really like to be productive and busy. I also really like to intellectually explore and work provides that outlet, where home doesn’t.

### **3) How can I live a life of integrity — and stay out of jail?**

First I am not very good at lying because I don’t have a good memory so telling you something other than the truth is hard for me to pull off.

Second, as I said above I am very fortunate to have been raised in a Normal Rockwell environment. We lived in a 400-person Midwest town where everyone knew everyone else. You very quickly figured out your word was very important. You did what you said or you lost everyone’s respect.

Third, I have read about the concept of being Trustworthy and integrated it into my view of the world. To be Trustworthy you have to have competence and character. You might have the strengths and skills to do the assignment, but if you don’t have character they cannot trust you will complete the assignment. On the other hand you might be an Eagle Scout whose character is not an issue, but you don’t have the ability to perform the task. In either case you are not trustworthy. I would not delegate or work on teams with people who are not trustworthy. I have strived to be Trustworthy and will continue to do so.