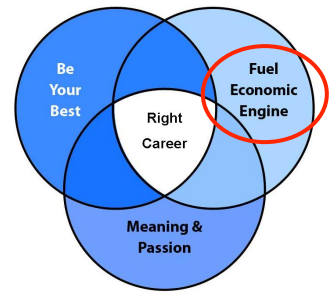


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Begin at the End Exercise

I know that living in California will be much more expensive than staying in the Midwest. Living by the beach is also more expensive. Developing a taste for international travel will also increase my spending level.

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

This should help me earn money
- *“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 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.”*

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- 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

This could get me into trouble at work and at home in how I spend money

- *“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

This will be an asset for earning money

- *“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

This can be a liability at work and at home from a financial viewpoint

- Strengths – All attributes that will contribute to earning money

- Ability to focus and concentrate deeply on issues
- Confidence and commitment to your vision
- Ability to work well alone; independent and self-directed
- Logical and analytical decision-making skills
- Decisiveness and strong organizational skills

- Weaknesses – All attributes that could decrease my income

- Loss of interest in projects after creative process has been completed
- Tendency to drive others as hard as you drive yourself
- Inflexibility about your ideas
- Tendency to be too theoretical and not consider practical realities
- Impatience with “social niceties” required of some jobs
- Propensity to overemphasize work life to the detriment of home life

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Interests Exercise

- 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”

- Career Fields Insights

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Below are career fields for Enterprising (Strong Theme) and INTJ (Myers-Briggs Type)

- Corporate Executive Management
- Marketing Research
- Management Consulting
- Law & Politics

The Report provided the O*NET code for Management Consulting (13-1111.00). I went to the O*NET Web site and looked up the information they have.

<http://www.onetonline.org/link/summary/13-1111.00>

- Good Match to Start Your Career Insights

- Two good options
 - Financial Analyst
 - Attorney
- Box 1 Questions: Strong Theme and Meyers-Briggs Type
 - Is this an intellectually challenging environment that focuses on the logical analysis of long-range possibilities?
 - Financial Analyst - YES
 - Attorney - YES
 - Is this an environment in which originality and finding new approaches to problem solving are rewarded?
 - Financial Analyst - YES
 - Attorney - YES
 - Will I be required to focus on precise facts and details, or to spend more time on bottom-line practicality than I like?
 - Financial Analyst - YES
 - Attorney - YES

If you answered “yes” to the first two questions, you are probably considering a career or occupation that is a good fit for your INTJ preferences. The third question is a heads-up: Work often includes tasks that are not very appealing. But it is important that such tasks don’t take up the majority of your work time.

- Box 2 Questions: Strong Enterprising Theme
 - Is this work environment more fast paced and profit oriented than reflective and idea driven?
 - Financial Analyst - NO
 - Attorney - NO
 - Would I spend more time managing projects and selling products than solving abstract problems
 - Financial Analyst - NO
 - Attorney - NO

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- Would this job allow me to be ambitious, persuasive, and entrepreneurial?
 - Financial Analyst - YES
 - Attorney - YES

If you answered “no” to any of these questions, try to find a work environment that is a closer fit with your Enterprising Theme.

Autobiography Exercise

- I have classical Midwest financial views
 - I don't expect my parents to spend a lot of money on me
 - I have worked full time in the summers since I was a freshman in high school

Accomplishments Exercise

- I grew up not expecting to be given a lot and still don't
- We lived very modestly and I don't have expensive tastes
- I have worked full time during the summers since 9th grade
- My parents pay for my tuition, room & board – but I pay all the other expenses

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Strengths Exercise

I will generate the highest income if I leverage my natural talents.

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.

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.

Intellection

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

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.

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.

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Skills Exercise

My income will be at his highest 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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Stories Exercise

I will maximize my income when I leverage natural skills such as organizing, analyzing and managing/leading.

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 would be at best an average electrician/plumber and that would not provide me the most money I could get from that career. I also have the intellectual ability to move up the income ladder to a professional career, e.g. engineering.

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 1st 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 have been motivated to work and earn money from a very early age. I started out mowing yards before working on farms. I like to work hard and do an excellent job. This will translate into income in my chosen profession.

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 maximize my earning potential. Others will indirectly help by helping me grow (e.g. Lifelong Learning and Experiences) but won't have an immediate impact on my income.

- 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

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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.

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.

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Economic Engine Exercise

AGE 30 INSIGHTS

Income

Two incomes are better than one. I used conservative Age 30 income targets - \$100,000 for me and \$40,000 for my wife. I could marry someone who earns as much or more than me, but I assumed she earned less than ½ of what I earned. My vision of having a family and buying a house probably means my wife will have to continue to work, but not at a full time level. Of course I could marry someone who earns a lot more than me (e.g. \$250,000) and I could work part-time, staying home to take care of the kids.

Taxes & Take-Home-Pay

Even though I have worked summers in a professional job for two years and am in one now I never realized how much of my income goes to taxes. Our Spendable Income is not quite 70% of our combined income. One reason is I have also decided to put 5% of my income into a 401K plans. At age 30 I need to be saving money, tax free, for my later years. I will also have to think about how we are going to pay for college for the two kids we want. The optional exercise demonstrated how I could make Pre-Tax contributions to build up funds for college, but I did not factor that into my Age 30 budget. It will have to be included in the Budget when we start having kids.

Lodging

As a % of our Spendable Income just over 30% of it is going to Lodging Expense (mortgage payment, property insurance and property taxes). We qualify for a \$300,000 loan based on just my income. The bank would probably not take into account my wife's income because they are concerned she will quit working when we have kids.

It is clear I will have to save a lot of money for a down payment if we are going to buy a home at Age 30. I have assumed a \$375,000 house, which means a down payment of \$75,000 (20%). The down payment is driving the price of the house we can buy. To save that much down payment I need to save 10% of my income every year and my wife needs to also save 10% of her income in the 2-year period we are living together.

Buying a home at Age 30 in Manhattan Beach, CA may not be realistic. According to the Home Fair Web site www.homefair.com/real-estate/city-profile/index.asp the average house price there is \$1,440,000. I checked on other LA beach towns and they are also in the \$1,000,000 range. Thus I will probably have to buy a home in a less desirable location in Southern California for my starter home. This is probably one of the most shocking and disappointing insights from this exercise. I thought someone making \$100,000/year could live in a nicer neighborhood.

Expenses in General

According to the Home Fair Web site www.homefair.com/real-estate/cost-of-living.asp the cost of living in Los Angeles is 58% higher than Terre Haute, IN; while the income is only 28% higher. This reduces my Take-Home-Pay by about \$50,000/year. To maintain

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the same standard of living as Terre Haute we would need to earn \$170,000 (rather than the \$140,000 I am assuming). My vision of living in Los Angeles means I have picked an expensive location compared to the Midwest.

Discretionary Expenses

The three largest categories of Discretionary Expense are: Savings for down payment, Food and Vacation. While I thought I had budgeted a significant amount of money (\$5,000) for vacations, it is clear that is not enough to do more than some local vacations and not any exotic ones.

Non-Discretionary Expenses

As a % of our Spendable Income only about 35% of it is going to Non Discretionary Expenses. This probably is too low. If we turn out spending more money on the Non Discretionary expenses than we will have to cut back on the Discretionary Expenses.

Our biggest expenses are Transportation (our two cars), Medical and Student Loan Payments. Deciding I want to live in Southern California means we have to have cars because there is basically no public transportation.

Summary

Getting the budget to have a surplus, i.e. spending less than we make, was a real challenge. It took several passes to get it to zero. I would like to spend more on Discretionary, e.g. Vacations, Fun and Personal (my wife and I). It is really hard to believe that a couple making \$140,000 still has to be careful about what they spend. And it is only going to get worse as we have kids. It gives me a new appreciation for my parents.

AGE 22 INSIGHTS

Having developed my Age 30 Financial Model, updating it for Age 22 was not too hard. I started with my Age 22 information and first made the appropriate changes to Income, Before Tax Savings (e.g. 401K) and Taxes to arrive at my Spendable Income. I then changed the three expense categories (Lodging, Non-Discretionary and Discretionary), with the goal of a close to \$0 for the Surplus/Shortage. I assumed my first job out of college provided \$40,000 income. My income fell from \$140,000 (Age 30 and two wage earners) to \$40,000 at Age 22 (single and first job out of college).

My Spendable Income is about 80% of my Gross Income vs. 70% at Age 30. My taxes are lower by about 5% because I am earning less and I am not contributing 5% to a 401K.

As a % of my Spendable Income about 30% of it is going to Lodging Expense, which is slightly lower than at Age 30. But then I had a house and now I am sharing an apartment with 2 other people.

The three largest categories of Discretionary Expense are: Savings for down payment, Food and Fun. I have budgeted a much smaller amount of money for Vacation, so small it

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no longer makes it into the top three expenses because I had to cut back somewhere. I budgeted \$3,000 (almost 10% of Spendable Income) for the down payment on a house. I wonder if I will really set aside the money for a down payment now or put that off. Almost 40% of my Spendable Income is going to Non Discretionary Expenses. My biggest expenses are Transportation (my car), Student Loan Payments and Medical.

I had to cut out a significant amount of the operating expenses I had in my Age 30 Budget. While \$40,000 is a lot more money than I have been making in college it is amazing how little it seems when doing this exercise.