

## *Developing Life Themes*

Now that you have generated all your data and had a good deal of practice scoring, examining, and drawing inferences from data, it is time to begin developing full-blown themes from all the pools of data. In the last two chapters, you began drawing inferences in earnest as you read the first part of two written interviews and two feelings records. The critical principles were these:

1. Staying close to the raw data.
2. Looking for patterns that were more rather than less common.
3. Trying to be aware of your own assumptions.
4. Keeping your inferential leaps small and conservatively connected to the data.
5. Using more rather than less data to support an inference.

In this next exercise, begin in a small way to use all the data by developing a single theme from all of the data Steven and Carrie developed. We'll add first the second half of their written interviews. Once you have read these, then consider all of the data we have developed on both people to construct a single complete theme for one of them.

We encourage you to use the form in Exhibit 16-1

to develop your theme. You can use the wide right-hand column to collect data that seem connected in some way. Then you can use the narrow left-hand column to note the sources of your data citations. At the bottom there is a place to note evidence that is contradictory to the underlying thread or theme which seems to hold the mass of your data together.

If you get too much contradictory evidence, you may have identify another theme or perhaps develop two. How much is too much? Enough that it begins to make you wonder whether you are really identifying a consistent and solid life theme. Some themes may have no contradictory evidence. Others may have three or four items, but if you get more than half as many contradictory bits of data as you do supporting data, we would say that the theme is not clearly established.

Note that there is a place at the top of the form for you to begin framing your theme label. No doubt you will write, erase, rewrite, and rewrite this label many times before you are satisfied with it.

Okay, charge ahead. Choose one person and then create one theme complete with label from all of the data. And remember, you are developing your inferential skills as you go, so don't shortchange yourself. You will be glad you didn't when you begin to do the same with your own data.

**Exhibit 16-1**

**Life Theme Development Worksheet**

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Theme Label: \_\_\_\_\_  
Sources \_\_\_\_\_ Data \_\_\_\_\_

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Contradictory Evidence

**Question #2 (Other Memories?)**

1. Steven already completed question #2 while answering the first question.

**Question #3 (Unaccounted for Times?)**

1. In fact, I did leave out a couple of summers, so here goes.

2. I spent the summer between my first two years of college working as a machinist at a giant tractor factory in Michigan. They were hiring when I returned from college that summer, and I managed to get one of the slots. They didn't ask whether I intended to do it forever, and I didn't tell them. I also had to fudge my weight a little bit to get the job. The plant had a 150-pound minimum for machinists, as the work involved some heavy tools and machinery. I weighed about 147 when I arrived home, but three days of seven bananas and several milk shakes and hamburgers got me over the limit by the time I had to weigh in on the first day of work! I was assigned with the other new hires to the midnight to 8 a.m. shift, which did pay a fifty cent per hour premium, even if it ruined your social life. We worked on a furious schedule that summer, seven days a week and ten hours a day for one three-week stretch. I was a probationary member of the United Auto Workers, and the shift I worked on didn't think all that much about anyone who even remotely resembled an Ivy Leaguer. They didn't think all that much of me either at first, but after I dove in and busted ass with the best of them to make my quotas each shift, I was accepted into the post-work billiards and beers group. (Remember, this was billiards and beers at eight in the morning.) One of the most interesting things I learned that summer was that many of the guys who worked with me had given up more "respectable" jobs for this one because they could earn more money for their families. On my shift, there were two former state troopers, a former bookkeeper, and a former elementary school teacher. They didn't like the work as machinists at all, but they were making \$25-35K per year, which was sometimes double what they were making in their previous work. To this day I struggle with what society can do to make

careers in the police force, teaching, and other essential public functions attractive to those with the best talents for them. The summer also taught me a number of invaluable lessons on labor relations, and how *not* to run an effective plant. The U.A.W. system at that time was completely slanted over to the side of labor, to the point that the foreman on our shift backed down on three separate occasions in the summer when he tried to move workers from one task to another and they didn't want to change. The worker simply called the union steward over and told him that he didn't think the new job was safe, and the foreman would have to cajole someone else into moving into the new job. The real reason that the older workers would protest job moves was that each job had an hourly quota attached to it, and if you completed an eight-hour quota in six hours, you could walk off the shop floor and read or find a hidden place to sleep until the end of the shift came around and you could punch out. That meant that the longer you worked on the same job, the less time you actually had to work each shift. Once again, the foreman could recommend quota increases, but since there was no incentive for improving speed on specific tasks and no worker participation in department, plant, or company profits, no one was willing to pick up the efficiency on any job.

3. After that summer, I spent the following semester studying on a Cornell language program in Bourges, France. I lived with a French family of four and attended classes with a group of twenty Cornell students in an I.U.T., the French equivalent of a technical school for draftsmen, surveyors, and other skilled trades. I had endless political debates with my French father, a foreman on a bridge construction crew, and with my brother Patrique, who was sixteen and headed for a career as a chef or restaurateur. I was lucky to have a family who took a sincere interest in my learning the nuances of the language and who were determined that I should appreciate France for what it was, not just for the opportunity it offered to me as a student passing through. Living abroad changed forever the way I look at my own country, and the way I react to the public actions of our political and business leaders, because I always hear Papa's voice shouting that "there go those presumptuous Americans again, simply assuming that the rest of the world would love to be just like them in every way." He was forever drilling me that I didn't have to be that way, that we could all be different yet still work

together in a civil fashion if only the Americans and the Soviets (*les Russes*) would get off their high horses for a couple of minutes and listen to what some of the rest of the world would like to see improved.

4. While in France, I fell in love for the first time as well. A good bit of advice to come out of this experience is never to travel to Paris or Florence with a member of the opposite sex unless you are already in love with her or intend to be at the end of the trip. My friend Laura and I decided to travel together for a couple of weeks at the end of the semester before hooking up with a larger group of students in Rome. We set out together more or less because we both wanted to travel within France and Italy while others wanted to undertake multicity, multicountry tours. This premise for our trip lasted for only about twelve hours after leaving Bourges, and we had a wonderful couple of weeks walking on the banks of the Seine, and then hiking in the French Alps before gorging ourselves on food and wine and shopping in Florence and finally connecting with the rest of the group in Rome. It was a passionate month-long affair, but after we returned to school, we drifted back into our two separate groups of friends, although we've stayed good friends to this day.

5. I spent another summer working in Washington as an intern on a senator's staff. In Washington, I got a firsthand education in the ponderous nature of the American legislative process. The work was exciting, without a doubt, but the underlying progress was an exercise in muddling along, compromising all but the most critical objectives to move a bill forward, allowing "unconscionable" budget increases in one program in order to preserve those which you believed were "critical" somewhere else. And the staff were underpaid and overworked. But I couldn't help thinking that if the constituents' needs weren't being met best by the senator, they certainly wouldn't keep returning him to office. In any case, my time in Washington revealed to me the seductive nature of the place, and I resolved not to return until I had reached an independent situation psychologically, socially, and financially, if I return at all to that arena.

6. I also quit my San Francisco job after being accepted at Darden and worked for a friend's start-up venture in London, England. I doubled as a sort of utility man on some of his work crews and as a business consultant when we could get time together in the office. Graeme is the managing partner of a promotions company, which began as an inflatable advertising business and now has branched into corporate events management, music promotion, and even small-scale construction. While I was there, we bought out the other partners in the construction business and acquired the assets of a graphic design firm that was already spending about seventy percent of its time designing and producing work for the company's various businesses. We also renegotiated the firm's

credit arrangements with its bank, removing the partners' personal guarantees from a working capital facility which was more than adequately covered by a blanket lien on the firm's assets. As part of the deal, I also had a chance to go on tour with bands such as Genesis, Prince, U2, David Bowie, and others—great fun, and a bit of an education into the rebirth of entrepreneurial spirit in the U.K. More importantly, I saw just what a great time Graeme and his partners were having, in spite of their cramped office, hectic lifestyle, and pressures from their girlfriends to spend less time at the job. They were making their way on their own, which made all the difference in terms of being satisfied with their lives.

#### Question #4 (Jobs)

1. There is no question, when I look back at the various jobs I've held, that I was happiest when I was able to work independently, to show others the merits of my ideas and to get them on board to help realize those ideas, and when I was able to share in the value I created, both financially and in an ongoing way, either through managing or just advising. I have a skill at generating ideas and setting plans for implementing my ideas, but I tend to lose interest as those plans evolve into more routine activities. That's not exactly right. I like to have an ongoing role as a sort of advisor and editor of the plans, but I like to hand them off to someone else and get on to the next project. For me, the problems in a crisis situation or in a totally unexplored area seem much more interesting than the problems inherent in following a project through to completion.

#### Question #5 (People, Acquaintances)

1. How about my parents? You may be wondering why in the hell we kept moving all the time as I grew up. My father likes to tell people that he chose to work in an industry rather than at a profession, and his industry is railroading. Dad grew up in a small town in western Wyoming called Evanston. The town's original purpose was literally to serve as a whistle stop, a place where the east-west trains stopped to take on coal and water. Coal was brought down to Evanston from mines to the North, and westbound trains would load up before making the pull over the Wasatch Mountains to Ogden and Salt Lake City. My father's father had come over to the United States from Scotland to work in the coal mines with his two brothers. My grandfather died when my dad was only four, and he was raised by his mother, her sister, and my father's two sisters, who were 8 and 12 years older

than him. The whole family were practicing Christian Scientists, and in fact my Great Aunt Leonora (my father's mother's sister) was a renowned practitioner of faith healing until she died in her 90s just a few years ago. The entire family moved across the mountains when my dad was about fourteen to Ogden, Utah, where several of them still live. My father's first job was sweeping out passenger cars in Ogden, and the only nonrailroad job he's held since was when he waited tables in a dormitory at Stanford. But I'm not here to tell his story, so I'll be brief. My dad was chosen as the alternate candidate to Annapolis two years running, but when the Korean War came along, he elected to enlist in flight school instead of waiting. After the war, the G.I. Bill enabled him to attend Stanford, where he met my mother. She was getting a master's degree in journalism at the time, having graduated from Indiana University and taught high school for three years. My mother was two years older than my dad, but they fell in love and were married immediately after their graduation. A side note here is that for the most part, the women I have dated have been older than me. Food for thought. My father had worked during his summers as a fireman on the Union Pacific, back when the fireman actually shoveled the coal to fire the steam boiler, but when he graduated from Stanford, he entered the management training program with the Baltimore and Ohio Railway. His decision to leave the union and enter management does not sit well to this day with some of the members of his family. My father is a very humble man, but he does get a good chuckle out of the fact that he seems to get more visits from those same family members now that he lives in a home with a guest house just outside of San Francisco.

2. The paragraph structure of this thing sure doesn't make much sense, does it?

3. At the B & O, trainees learned the business by physically experiencing as many facets as possible, and for the first two years my parents were married, they only saw each other one or two days a week, since my father had to travel the railroad the rest of the time. They also tell some great stories about their economic situation at that point. The one I remember best is my father only owning one sportcoat and one pair of slacks when he started work, since he had no money left after buying a new bed for them to sleep in. He wore the sportcoat for the first few days he worked, until his supervisor finally asked him when he was going to wear a different sportcoat, or even a suit. My father replied that he would wear a different sportcoat (1) after he received his first paycheck and (2) after he had purchased two chairs for him and my mother to sit at so they could eat dinner at the card table they had bought for the living room! Between his earnings and my mother's, though, things soon improved. I've heard many stories about my father's style over the years, but what it boils down to is a deep and sincere

caring for people. He is one of the fairest people I've ever met, and very even-tempered. He is also the sort who will do absolutely anything to help out a friend in need. A friend of his captured my father's essence last year when we were playing golf one day. My father's pal turned to me and said, "You know, Steve, your father is walking, breathing proof that nice guys can get ahead in today's business world."

4. I guess I shouldn't slight Mom in all this data gathering, eh? My mother is an amazing optimist and an amazing adaptor. She is a survivor—both in a figurative and a literal sense—and she seems to grow younger as she grows older. She was unusual for a woman in her generation—rising to editor of the paper at Indiana, then winning a Fulbright to go and teach in the Far East before electing to go to Stanford and graduate school. She married a younger man, too. After my brothers and I were born, she continued to write freelance pieces for newspapers and magazines, and she wrote a book while I was in high school. Later she has been working as a radio newswriter and announcer and looking for work as a substitute news-writer for TV news. She also spent unknown thousands of hours helping my brothers and me to get a jump on the world by teaching us to read and to love books, and to appreciate the arts and music and good food. I have all kinds of good things to say about her, too.

5. I've always been close to my mother, and although I always relished the time I've spent with my father, and he put aside time for each of my brothers and me, I don't think I really knew him until the past three or four years. A lot of that coincides with my mother's cancer. Both of my parents now say that, in retrospect, the experience with cancer was probably a net benefit, because it revealed to them the wonder of their lives so far and the incredible fortune they've had in finding someone they could still be crazy about after thirty years together and with the family they've raised. Recently our family has grown much closer, partially because of the rallying around my mother when she needed us, and partially because of my brothers and I reaching an age where we can all be together as friends and equals as well as relatives. It's funny how you wake up one morning to realize that your little brother has turned into a great guy who you can hang out with and talk politics, sports, or whatever with.

6. Other friends. I tend to have a lot of friends and acquaintances, but very few truly close friends. An awful lot of people I know would probably tell you that they don't know the real Steven Taylor. Or at least that's my perception. I like it that way, or at least I've allowed that to occur, and I don't mind it. I'm pretty cautious about reaching out to others in an intimate way, although every once in a while I meet someone who I know immediately that I'm going to feel very close to very quickly. It's hard for me to put my finger

on the exact factors that go into that, but it's often someone who takes a fairly normal public profile but who is underneath a bit of a risk-taker, who is ready to play a little fast and loose with traditional customs and have some fun. Many, if not all, of my truly close friends are students of the world and of those around them. I am basically an experiential person, and I think it is that which I share with my close friends, a need to experience in order to understand. That contrasts, seemingly, with my love for books, but for me books and music are another form of experiential travel. Through books, I can go places where I can't or don't otherwise go, across time and to faraway locations inaccessible because of limits on my time or my funds, or merely because I wasn't born in the time of ancient Rome or Arthurian England. In the same way, music reveals emotions and moods that I don't see or feel or find in my everyday life.

7. I also don't need to talk to my close friends on a regular basis, although I certainly relish the time I am able to spend with them. My very close friends are scattered all over the world, yet I feel close to them. I form very lasting bonds with those I do get close to, as opposed to the many friends who come and go as I move from place to place or job to job. I expect a lot from my true friends, and maybe that is another thing that draws me to them. I would do anything in my power to help this group of people, and I expect that they would do the same for me in a crisis. Most of the people I meet in my life do not make that kind of two-way commitment, and I think I view that commitment as the only basis for a true friendship.

8. And romances. . . ? My youngest brother takes great joy in pointing out what he sees as the foibles of my romantic relationships. I remember being completely shocked about a year ago when he joked that I'd better not break up with my girlfriend because I'd be lost without one. I asked him what that was supposed to mean, and he laughed and said, "It doesn't mean anything except that you never go too long without a steady girlfriend. You evidently don't seek them for marriage, but you always have a girlfriend." I thought about that for a minute, but I had to admit he was right. Since about my junior year in college, I have had an ongoing relationship on one level or another at almost all times. Much as it is socially unacceptable to admit, more than one of those relationships overlapped. Some of the relationships ended as a result of my relocating, but I'm still close to most of the women I've dated seriously. In almost every case, I've been very close friends with women I've been involved with, as well as being lovers. I don't perceive that all or even a majority of other people's relationships operate like that, although I don't have any hard evidence to base that statement upon.

9. I'm basically a romantic, and I believe that there is someone out there that each person can find a happy life with if that is what you want. I've certainly

ly had some wonderful and fulfilling romances, and I feel very lucky to have had those opportunities. I'm willing to go out of my way for someone I love, and in the cases where I've chosen to end relationships, it has always been because I realized that this was a person I was no longer willing to go out of my way for. I have a tremendously difficult time functioning in a relationship if I don't feel that kind of ongoing desire to do whatever I can to make my mate happy.

10. I feel as though I'm losing focus. On to question #6!

### Question #6 (Future, Ending)

1. The ideal future. . . . I see a pink Cadillac . . . and a house in Fort Lee . . . sorry, just kidding! It's getting a little late tonight.

2. The happy ending is definitely sitting back as the sun sets over the hills and thinking that it was all very much worth the effort. I think that, as long as I feel that my life has been a net benefit to the world, I'll be happy at the end. I firmly believe that is the end objective—to make life a little better for the rest of the world. I'm sure the satisfaction would be all the more personal if I can feel that I made a contribution for those who were close to me.

3. For better or worse, I believe that commerce, or business, is going to provide the path to greater world cooperation and understanding in the 1990s. We have passed through phases where treaty organizations, superpower detente, and now regional cooperation agreements have been the main thrust of international relations, but I think that, because of the shrinking of the world which has been accomplished by the telephone, satellite communication, and now through individual access to international computer networks, the path is clear for the small businessman to hawk his wares to the world. I would like to play a part in this interweaving of the world economic system by being among the few who see the opportunity of financing small and growing concerns across international borders. While we in the United States are accustomed to a well-developed system for funneling capital from institutions to the entrepreneur, that same ease of access to growth capital does not exist in many arenas, particularly in the Far East. I also believe that it is in America's interests to develop a venture-investing expertise within the Pacific Rim, because for better or worse we will increasingly be seeking financing for our ventures from outside our borders. This is not a message of doom for the United States economy, but merely the balancing of relative standards of living and pools of wealth and liquidity which is a natural outgrowth of a more balanced and interdependent world economic system. That is a very obscure way of saying that I hope to live in the Far East for a time, returning to the western United States to

seek a career as a United States venture capitalist focused on cross-border venture financing. The desired end of that is to be in a position of financial independence by age forty-five or so, with the option to take a more direct plunge into public service if I find that my chosen work is not satisfying my urge to leave the world a better place than I found it.

4. Another piece of my ideal world would be to spend the last part of my life as a teacher. I've always felt that my best teachers were those who had lived life on their own before returning to impart wisdom to me and my peers at our young and impressionable ages. I've always thought that America is missing an opportunity to put some of our best teachers, those people who have the wisdom of age and experience, into the classrooms of our children. I have this suspicion, too, that working with youth is probably the most rejuvenating experience one can have, better than taking the waters at Vichy, better even than a weekend of golf and massages at La Costa.

#### **Question #7 (Points of Change)**

Moved to Newark (one week old)  
Moved to Baltimore  
Moved to Silver Spring  
Began kindergarten  
Skipped kindergarten, began first grade  
Moved to Minnesota  
Moved to Barrington  
Moved to Detroit  
Left for Cornell  
Abandoned pre-med, became government major  
Went to France  
Six months off to work in Washington  
Graduated Cornell  
Moved to New York, started work as a banker  
Engaged to be married  
Broke off engagement  
Quit New York, moved to San Francisco  
Accepted to Darden  
Quit San Francisco  
Spent summer in London  
Began Darden  
Spent summer with LBO group in Washington  
Back to Darden

#### **Question #8 (Other Options, Decision Making)**

1. The first few turning points listed were beyond my control, as I was moved along with the

family as we went from place to place in those years. I've talked about my decision to leave Barrington for Michigan and Michigan for Cornell at some length, but I can expand a bit on how I came to attend "the college of my choice," as Cornell's president used to be fond of describing whatever school someone attended. I talked about how I toured some of the eastern schools, but what was funny about the college application process was that I applied to Stanford and to Denison and Kenyon in Ohio while I didn't apply to the University of Michigan, in spite of the fact that I never visited any of those schools. I also elected not to apply to Harvard, Brown, M.I.T., and Princeton after visiting them. I ended up applying to Cornell, Stanford, Amherst, Denison, and Kenyon. I was intending to apply to Northwestern as well, but by the time I finished all the other applications, I decided that I didn't want to go to college in a city anyway, so I threw it out. This upset my parents at first (when I announced it a couple of days after the deadline had passed), but they came to see it with the same sense of humor as I did after a couple more days. I remember from my college tour that Harvard and M.I.T. seemed downright oppressive, Brown was so unstructured that they seemed in need of help, and Princeton was incredibly arrogant. I did meet one fellow at Harvard who was a great guy, one of the Lampoon staff, but he told me he wished he'd gone somewhere with a less ponderous approach to education, so I didn't think that was the place for me either. At Amherst, I spent a lot of time with a lacrosse player who was a big classical music fan. I figured any place that attracted people with those diverse interests must be all right. As you can see, my decisions about where to apply were largely based on who I met when I was there and what they had to say about the place. That has developed into a more conscious and deliberate process on my part. I like to rely on my assessments of other people and what they believe is right. I filter their opinions according to what I think of them, of course, but I can gain a great amount of useful information by simply asking someone who knows more about a particular topic than I do. In most cases, people love to tell you what they know or what they think about a particular issue. In cases where I don't have the ability or time to complete in-depth research of my own, I often rely on the judgments of others. In applying to colleges, I used this process instinctively, since the people I met on visits were the best indicators I had access to for information about what life was like and what the student body would be like at these various schools. In the case of the University of Michigan, for instance, it struck me that a number of my otherwise curious and intelligent friends in high school were going to Michigan without considering other possibilities, simply because it was close by, someone in their family had gone there, or because it was a good enough school and why complicate the decision. I need to be around people who are more critical than that, more discerning, more

sophisticated, if you will, and so I decided not to follow the crowd of my close friends to Ann Arbor.

2. I decided to drop my pre-med plans after taking the organic chemistry sequence my freshman year at college. I didn't do well in the class, but I had a couple of long talks with various academic advisors who seemed to feel that a poor performance in a freshman-year course could probably be overcome if I wanted to become a doctor. And there was certainly plenty of time to retake the course for a better grade if I needed to. But after long contemplation, I decided that becoming a doctor meant spending the next eight years in school with the people I'd just gone through organic chemistry with, and then that same group would become my professional peer group. I switched to political science. Today, I probably wouldn't put the same weight on how my associates reflected on me, but I would still weigh heavily the kind of people with whom I would have to work in a job or career.

### Question #9 (Major Changes)

1. One of the most important moves I've made was the move from New York to San Francisco, which coincided with a move from a large hierarchical organization to a small firm with a very flat structure. In San Francisco, I reported sometimes to a senior vice-president and sometimes to a principal. That was normal throughout the Bear organization, and even in some of the staff areas the partners would wander about quizzing people about what they were working on and what things ought to be improved around the office. In New York, my company held its annual all-officers meeting at Radio City Music Hall and nearly filled the place. In San Francisco we held a lunch for the professional staff at a local bar and grill once every two weeks or so. The new firm changed the way I felt about myself. I realized that my role was not limited to my defined job, and that my ideas really were just as good as anybody's in the entire firm, sometimes better. I also found that, if I pressed a proposal, people listened, and they respected my ideas and took them as seriously as they would expect me to take theirs in return. Most importantly, I came to see that I had allowed the organization to limit my progress and my thinking about the problems faced by the business. This feeling of being able to make a difference spilled over into my home life as well. I had begun working out, eating better, and drinking less about a year earlier in New York, but in San Francisco I came to see the fitness program as a personal challenge. How strong and fast could I become, and how would that improve the way I felt about myself? I began spending more time outdoors than I had for a number of years, and I came to appreciate how important the feel of cool air and the wind and sun were to me. In many ways,

I felt like some very important parts of me had fallen away or maybe just been out of use over the years, and I was suddenly given a chance to retrieve them and rediscover the happiness that they had previously added to my life.

2. Coming to Darden was in many ways a continuation of my rebirth, but in an academic and intellectual sense rather than in a physical sense. I had buried for a long time my disappointment and frustration that I didn't take greater advantage of the intellectual opportunities at Cornell, and I felt that I was somewhat underdeveloped in terms of being a careful thinker, a critical thinker. Darden has allowed me to prove to myself that I can cut it with the big boys, and it has brought me great joy to find some intellectual kindred spirits among my best friends here in Charlottesville. I enjoy critical debate, and the case method certainly provides opportunity for that, even if occasional chip-shot barrages do break out. If there is one thing that has frustrated me most at Darden, it is professors' unwillingness to pursue loosely framed or poorly supported statements, and students' unwillingness to push themselves to become more critical thinkers and analysts. Most of my compatriots do push themselves to excel, but often it is in terms of Darden's evaluation of their performance rather than a personal desire to become better business people and better citizens generally. Too many times, students put their faith in Darden's ability to teach the right lessons rather than asking themselves how they are progressing in their education. I'm proud to be a part of the program here, but I think we need to work harder at improving ourselves and not so hard at meeting whatever parameters are specifically demanded by the MBA program.

3. Teaching and music are clearly parts of my life which are "on hold" right now. I hope to take part in a handicapped ski instruction program this winter, which should start to bring teaching back into my life, but so far I haven't managed to fit music back into my life except from the perspective that I am taking more frequent advantage of opportunities to listen to fine music. But the bottom line is that I need to reincorporate playing music into my life. We'll see, won't we?

### Question #10 (Disillusionments)

1. Ha! The most obvious example of a disillusionment was certainly getting engaged to be married but having to face the music a year later and admit that I was wrong, that we were wrong about having found our life partners. The main problem in retrospect was that we each saw marriage as a force which would smooth many other problems. I think I already mentioned that I think that each of us had sufficiently inflated and myopic views of ourselves that we expected

the other person to change to suit our own desires. That is certainly a lesson that can be generalized. You'd better like somebody for what they are now, because unlike many other problems we face in life, people will decide for themselves whether they are interested in changing their lives, and in the end, they will determine their own destinies if your suggestions don't feel right. This is one of the great unspoken benefits to delegating responsibilities to others. If someone decides to back an idea or a project of their own free will, then you can work together on it in the most powerful way. If, on the other hand, you decide what someone else will or will not do, the odds are exponentially greater that you will not receive their full effort (and you may find yourself working against them), and

your ability to achieve a desired end will be radically reduced.

2. It is the same with romantic relationships. If partners come together as equal individuals aiming for common goals, the power and strength and especially the potential for the relationship will be infinitely greater than if one pushes or cajoles or maneuvers the other to fulfill objectives counter to the ones which would otherwise arise of free will. This discovery has greatly improved my ability to relax and enjoy my relationships with women I have been close to.

3. For the most part, my expectations about my career choices have been a good fit with the eventually discovered reality.

### CARRIE BAUGH'S WRITTEN INTERVIEW (B)

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#### Question #2 (Other Memories?)

137. I started my story from the very beginning. I believe I covered all the pertinent points and aspects of my life in the first question.

138. The only thing that comes to mind is I don't remember a lot of details from my childhood—not until about 6th grade. I do remember that I used to daydream an awful lot—about being a missionary, a politician, a doctor. I really wanted to help people with my actions. I loved being friends with everyone, or at least nice to them. Everyone deserves to be treated with warmth and dignity. As I got older, I became more cautious, as I learned more about the bad things that are a part of the world we live in.

139. My favorite activities were sports, especially volleyball and tennis. And I loved to organize extracurricular activities—things like dances, dinners, parties, guest speakers, etc. The piano has always been an important part of my life, as well. It is an essential way for me to express my feelings and work out things in my head. Of course, family was all-important!

#### Question #3 (Unaccounted for Times?)

140. During high school, I worked part-time as a sales clerk in the local pharmacy. I worked a few hours each day and one weekend day, or 2 to 2½ days. I enjoyed the spending money of working, and

freedom. I also liked working with customers. People really respond to a friendly hello, thank you, etc. All you need to do is extend common courtesy.

141. During college, I spent the summers as an intern/clerk at the East Side Union High School district in San Jose. Dad had originally got me the job the summer before college, and I worked there every summer until graduation.

142. They were a very nice, helpful group of people—mostly women as secretaries, me in the management roles. But people seemed to get along very, very well. It was also a very low-key working environment—8:00-4:30, and *no one* worked late. They thought I was such a hard worker, and I liked to complete a task given to me. By the third summer, they had lined up projects for me to do and let me do them as I pleased, for the most part. They knew I'd do them completely and accurately. I also improved my typing skills tremendously there, and that skill has come in handy many, many times.

143. I've always led a very busy life, one with a work component. When I was 11, I used to cut apricots at the local orchards. The spending money was exciting to have, and I met so many new people from that experience. It was more social than work.

144. In college, I held part-time jobs, to help pay my expenses. I didn't work my freshman year, because I wanted to devote myself to studying. My sophomore and junior years, I worked for the Energy Modeling Forum, part of the Department of Engineering/Economic Systems at Stanford. It was a small group

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of professors, graduate students, and secretaries who did studies of the trends within energy markets. It was good pay back then, \$8 an hour. Also, I was in charge of all bookkeeping and mailing activities, so I got to choose when I worked. I'd say I worked about ten hours a week. It was a nice contrast to the rigorous pace of school.

145. The R.A. experience my senior year at Stanford took up an awful lot of time; we planned a lot of social and cultural events and tried to make the dorm atmosphere like a family. People used to say I'd make a great mom. (Ha!) My favorite activities were when groups of us planned big social events, like a casino night to benefit the children's hospital, a crazy Halloween party, and a Christmas formal. There's so much involvement and excitement. However, I also enjoyed figuring the dorm out, what made them tick, how they viewed Stanford, stuff like that.

146. During my days working in San Francisco, the time spent not working (which was minimal) was spent enjoying the city life. Mark and I loved going out to dinner and finding special little neighborhood restaurants that were gems. We really splurged on this, but we both knew this time in our lives lent itself to enjoying what a big city has to offer.

147. We also used to attend the musicals that came to town, like "Cats" and "42nd Street," and even tried an opera! Since each part of the city has a unique flavor to it, we used to spend a lot of evenings and weekends exploring different shopping areas, dancing spots, parks, and stuff like that. And playing a lot of tennis.

#### Question #4 (Jobs)

148. I think I've pretty much answered this question, but I'll summarize it here.

149. *Part-time Jobs:* Loved having spending money, or at least contributing to my college expenses. I also enjoyed the change of pace, and diversity, brought on by working, even if the work was somewhat boring and repetitious. I always felt I was making a contribution. I've been lucky to work with very nice, almost maternal people in my part-time jobs—very supportive, very positive relationships.

150. *Macy's:* Liked the location in San Francisco, but disliked the grime and pathetic nature of parts of Union Square. So many people down and out—it made me feel very guilty.

151. The people, on a whole, I was not very impressed with. They did not seem very dynamic or smart (perceptive) about the business. I think retailing prevents a lot of top people from entering, 'cause the pay is so low.

152. The daily tasks I did were rote, clerical, and very unorganized. I never felt there was a system to

the madness, which bothered me greatly. I also hated answering the phone every two minutes! It was not a very professional atmosphere—extreme, fashion-oriented dress; the offices were cramped, dingy, and very inefficient; the supervisors very unapproachable, for the most part.

153. Too "seat of the pants" for me—I need to see the reasoning behind the madness!

154. *Donaldson & Co.:* Loved the location—financial district in San Francisco; beautiful, spacious offices; beautiful view of the bay. The environment was conservative, professional—suit and ties, etc. People worked quite hard, and were young and aggressive. I enjoyed many of my peers, although the company as a whole is going through some growing pains and has very young middle managers.

155. The pay was very generous, especially coming from retailing. I liked getting paid for overtime, and the bonus, based on individual and company performance.

156. I also didn't mind the detailed nature of the work, as long as I had the freedom to organize and plan my part of the task, and especially as long as I could see where we were going with it and what the "Big Picture" was.

157. I also disliked that the partners were so short term and that the politics were so big. If you didn't fit in, you were put on the awful jobs. I tried to help those people if I thought they had potential.

#### Question #5 (People, Acquaintances)

158. I have discussed my family at length. I'm sure it's obvious that they are all important to me and my source of strength in so many ways.

159. My sister is my best friend. She's in college now, so we don't see each other as often, but we are definitely close still, writing and calling each other often. We tell each other how much we love each other a lot.

160. And my husband, Mark, is precious to me. He's an attractive mix of so many of the qualities I wanted in a spouse. He's supportive and encouraging without being wimpy; he definitely is his own person and says what he thinks; he's a very personal person; he's athletic and competitive; he's a smart-ass at times, he loves to joke and tease a lot; he's open with people; he's very humorous and can be so silly; he's sexy in a way I love, dark, handsome, quiet at times. I also like that he questions life and authority, and is protective without being overbearing. He is a person who I would delight in coming home to every night (plus, he's Italian!)

161. Also, ambitious, but wants to stop and enjoy the little things in life. I love him dearly.

162. As I mentioned, my friends tend to come and go throughout different stages of my life.

163. My best friend during childhood was Cindy Gold. A very caring, fun, sensitive person. Cindy liked everyone, almost, and never seemed to judge people. She had simple tastes and hated complications. She was an incredibly loyal, supportive friend. We spent our summers at the pool together or playing softball in the neighborhood. Unfortunately, Cindy and I grew apart after high school. She got married right away and started working at Safeway, and I left to go to college. She was so much smarter than she realized, but she always said she was happy with her lifestyle and future. She has two beautiful children now. One of the most touching moments of my wedding was seeing Cindy again—it brought back so many wonderful, sweet memories.

164. In high school, my closest friends played sports with me. One of my best friends was Karen Baker, a great tennis player with a very energetic personality. We used to play together all the time, and spent some vacations together. Karen's pretty rowdy, but always in harmless ways. She was one of a few girlfriends who didn't talk about boys all the time. I always got bored with that subject. I figured: they either like you or they don't, and there are a ton to choose from. Instead, Karen and I did things, like go to movies, to amusement parks, and swam.

165. In college, I suppose Tom was my best friend. I've already talked about him. Karen Bertol was another good friend—but much too nice. Karen was always trying to make everyone else happy, thinking of their feelings. Often to her own detriment, I think. She went out with Tom's good friend Mike, so the four of us did a lot of stuff together. When Karen and Mike broke up, it was very hard on Karen. She didn't know how to react; part of her wanted to be strong, let it go, and move on, but another part of her wanted to find a way to get him back. She got really emotionally up and down by senior year and became bitter about stuff. We grew apart in a sense, because I didn't like to party as much as she did, and she thought I was judging her, since she got drunk and there I was drinking a ginger ale.

166. Tom's roommate Ken was truly a good friend. He is a quiet, sweet guy, and we became very good friends during college. He is one of the few people I keep in touch with even now. He has a very close, welcoming family, and they're very hospitable and generous, as is Ken. After Tom and I broke up, Ken was careful not to take sides, either way, and still made an effort to do things with me. During graduation, Ken's mom and my mom were trying to figure out how to get the two of us married off. It would have been like marrying my brother! He is now married to a great gal—and seems very content. I think Ken and I will always be special friends, even if we don't see each other a lot.

## Question #6 (Future, Ending)

167. The ideal future for me is one where Mark and I successfully *balance* our lives with leisure, work, and family. Balance is very, very important to me, especially because it is so easy for me to focus my energies in one direction and plow right on through. I don't want the important things in life to pass me by, meanwhile being unaware of what's important anyway. Mark and I are both very ambitious and love to work hard. But at the same time, we have strong family values and very similar basic backgrounds. We want to meld both worlds. But enough; here's a happy scenario:

168. It's five years from now, and Mark and I are living in a San Francisco area suburb (what the heck, say Palo Alto). We've both done well at work: Mark is now the managing partner at Donaldson and Company Consulting and has developed a special practice in patent infringements and lost-profits cases. As a result, he runs his area as if it was his own business. There is so much business in the Bay Area that he rarely travels more than twice a month. The overtime has also slowed down; he works ten to twelve hour days, but very few weekends.

169. I have been working for a strategic planning group at a bank. With my help, the bank has again become the leading bank in the United States. We've improved the efficiency of our system, made ourselves service- and customer-oriented, and invested wisely abroad. It's been a long, hard road—challenging, but also very rewarding. I'm being considered for vice-president in charge of our division.

170. Our home is a modest, but nicely furnished, three bedroom, with a huge deck surrounding the house. It's brightly painted and very spacious, with a lot of big bay windows. In our garage sit three cars—a Toyota MR-2, a Cabriolet, and a Jeep. We feel financially secure, even though our house payments are huge.

171. I've just turned 30, and Mark and I have decided we want children. We're at a crossroad. I've decided to give up the promotion possibility, quit, and start my own business while I'm at home raising our children. It is crucial for me to be there until they get to be school age: they are very important and deserve my attention. Therefore, I will need to start slow in my new business. It has to be something I can do from the house, like consulting or some information business. If it gets too much, I've already made the decision to hold off until the kids are in preschool, at least. This will be a hard tradeoff for me to make, but a critical and worthy one.

172. I want Mark and me to be the ones who raise our children—as did my mom and dad—and to always be there, always supporting, sharing, and giving my love. It's important they know that, at home, they receive unconditional love . . . period.

173. To keep myself apprised of the business and world events around me, I plan to read extensively—in fact, maybe I'll write a book or start a newsletter!! That's an idea, and it would be fun to plan. I also want to keep in great shape and looking good. I want Mark to smile every time he comes home!

174. We've been able to vacation extensively since we both started working. We'll probably have to cut down there, but we'll just make better use of the golf and tennis clubs.

175. Mark and I see this stage in our lives as family-oriented. He's promised to leverage out a lot of his work and work at home where possible; our kids will be paramount, and I'll take an active role in educational and social pursuits to help our community while helping my children. I'm going to teach them Italian and Spanish when they're young and get them excited about learning.

176. After the children begin first grade, I'll have time to focus much more on my business. Once the kids go to college, Mark and I will work on continuing our *personal* relationship and begin traveling together again. It will be our time, again, to enjoy each other on a more focused basis.

177. And I'll focus my energies on building a challenging, successful career.

### Question #7 (Points of Change)

My points of change:

- 178. From small, closed grammar school to open, large high school.
- 179. Getting into Stanford.
- 180. Point at Stanford when received A's (first year, second quarter).
- 181. Phi Beta Kappa end of junior year—a lot of accomplished, self-confident feelings.
- 182. R.A. senior year (relationship with dorm, staff).
- 183. When decided to leave Macy's to join Donaldson and Company.
- 184. Relationship with Mark.
- 185. Business-school decision.
- 186. Marriage.

### Question #8 (Other Options, Decision Making)

<u>Turning Point</u>	<u>Other Options</u>	<u>Pros &amp; Cons</u>	<u>How Decision Arrived At</u>
Grammar school to high school	Private, Catholic high school	Education, financial, new people	With parents, easy decision
Stanford	USF, UCD accepted	Education potential, close to home, financial package good	With parents, but my choice, talked with teachers, set on it
Macy's	Morgan Stanley Law School Masters in Economics	Proximity to San Francisco, money, experience	Not well-thought out, a lot of discussions with friends, family
Donaldson	School, Continue with Macy's	More professional, more money, more commitment, young firm, quantitative, travel	Made myself with a lot of input from friends listed pros, cons
Business School	Continue working, Harvard, UC-Berkeley, UCLA, Darden as choices	Financial, case vs. lecture, location, prestige, opportunities	Listed pros and cons, but "just knew" it was Darden

187. Generally, my way of deciding turning points was to gather information, discuss possibilities with people who I respected and trusted, and then ultimately make my own decision. In fact, in the case of Macy's and Darden, it was against the opinion of my friends and family, but I just knew it was right for me.

188. I've always had a lot of options open, but I've never really had trouble deciding between them. I usually knew if one option or decision didn't pan out, I wasn't stuck in it forever. The only decisions I've made that will last forever are deciding to marry Mark and my relationship with my family. Those are decisions, conscious choices, I see as lasting.

189. Turning points are places of opportunity—only I, individually, can really choose the route I take. Like a big road map—if you get on a wrong street, you wait until you can make a U-turn to get back on track.

### Question #9 (Major Changes)

190. I've become more independent, less naive, perhaps less accepting through my experiences. But I'm basically a people-oriented, fun-loving, energetic person who focuses on the *important, positive* aspects of my life.

191. In fact, adversity makes me very feisty—like some of the structure of Darden—how it tries to make you conform. Since I'm so stubborn, it makes me fight that much harder *not* to succumb. I have overcome most troubles, and will continue to *try*; if you don't try, then you've lost the game.

192. Actually, I'm not sure what this question is trying to get at; most stuff is in question 1.

### Question #10 (Disillusionments)

Turning Point	Expectations	
	Before	After
Grammar school to high school	Thought positive, excited about new situation.	Was great!

Turning Point	Expectations	
	Before	After
Getting into Stanford	Life will be great, What a learning opportunity.	Was great!
Macy's	Positive location: great, great, exciting job.	Company doesn't care about their people, no recognition, depressing situation
Darden	Positive: can really shine and improve my skills. New people to know.	Mostly good. But system forces conformity, and seems very "good old boy" oriented. I think sometimes some professors tend to put down women's future contributions to the business world, so why pay attention to their abilities here?

### Question #11: Patterns

Close to family, values their opinions.  
 Makes own decisions, with others' input.  
 Enjoys life and its possibilities.  
 Is achievement oriented, sports oriented.  
 Likes recognition.